

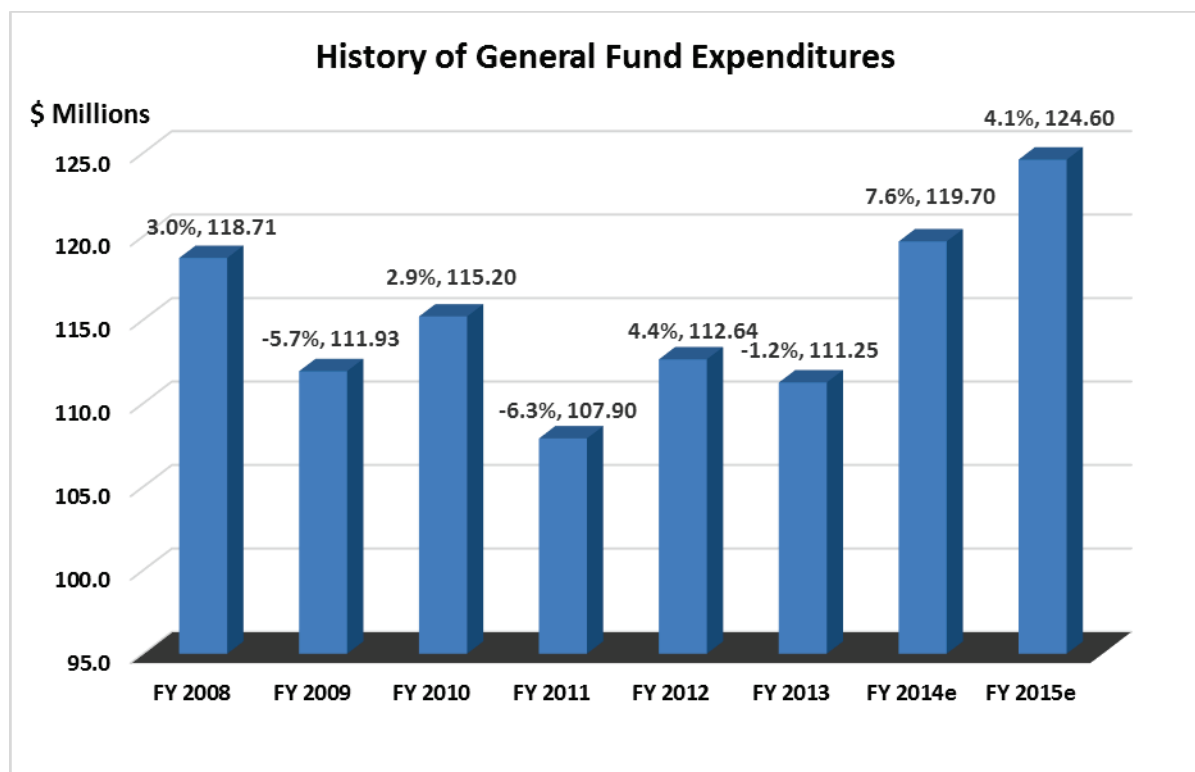
2014-15 OPERATING BUDGET OVERVIEW

maintenance of this facility. The FY 2014-15 budget is \$1.6 million, or 12.3 percent greater than the FY 2013-14 budget. Alga Norte Community Park operations represents about \$870,000 of this increase, and includes additional funding for 5.58 full-time equivalent part-time staff for concessions and class instructors. In addition, increases are included for internal services, rising utility costs, and food and supplies for the concession sales. Park maintenance costs have increased and include an additional \$175,000 for internal services, \$200,000 for increased utilities, and a net \$400,000 increase in contractual services. In addition, the Parks Department acquired additional areas of landscaping near the beach which will be maintained at an added cost of \$117,000. Four maintenance worker positions and one tree trimmer were eliminated during the year, providing some of the funding for the increased contractual services.

- The Carlsbad **Police Department** provides high quality public safety services to the community by enforcing laws and ordinances, preserving the peace, and providing for the protection of life and property. Overall, the department's costs are increasing by \$331,000, or a modest 1.2 percent, for FY 2014-15, as compared to FY 2013-14.
- The **Property & Environmental Management Department** manages all city-owned property, including real estate, buildings and vehicles. The department also manages the city's environmental programs, which include storm water, habitat and other environmental maintenance and monitoring programs. The increase of \$534,000, or 9.6 percent, from the prior year's budget is primarily due to the cost of replacing furniture, and the addition of 2.16 full-time equivalent part-time positions to assist with capital construction projects (these expenses will be reimbursed by the capital funds) and real estate projects.
- The Utilities Department in the General Fund consists of **Storm Drain Engineering** activities. No change is expected for FY 2014-15 as compared to the FY 2013-14 budget appropriation.
- The **Transportation Department** manages all streets, traffic and other city-wide transportation services, including city traffic engineering, traffic signal monitoring and maintenance, and maintenance of all city streets and roadways. The FY 2014-15 budget reflects an increase of \$581,000, a 6.7 percent increase over FY 2013-14. These increases are due to increased development inspection services, rising utility costs, internal services, and personnel increases.
- **Non-departmental** expenses include the transfers previously discussed, the Council Contingency account, and administrative and other expenses not associated with any one department. The non-departmental budget is expected to decrease by \$3.3 million, or 19.5 percent, in FY 2014-15. The decrease is due to one-time transfers made in the prior year, FY 2013-14, to the city's Self Insured Benefits Fund, and the General Capital Construction Fund.

The **Council Contingency** is a budgeted amount that is available to the City Council to address unanticipated emergencies or unforeseen program needs during the fiscal year. Prior to the economic recession, the Council Contingency budget provided between 2 and 2.5 percent of the General Fund Operating Budget for these unforeseen costs. For FY 2014-15, the Contingency is budgeted at \$1.5 million, with no change when compared to the prior year.

2014-15 OPERATING BUDGET OVERVIEW



As reflected in the chart above, the city's expenditures were reduced significantly with the City Council's revised budget in FY 2008-09, reflecting a 5.7 percent decrease from the FY 2007-08 Adopted Budget. FY 2009-10 showed a 2.9 percent increase, followed by another large reduction of 6.3 percent in FY 2010-11. FY 2012-13 General Fund expenditures decreased by \$1.4 million, or 1.2 percent. In FY 2014-15 adopted budget is expected to increase 4.1 percent to \$124.6 million, when compared to FY 2013-14 estimated expenditures.

Changes in Other Funds

Special Revenue funds, at \$10.6 million, are relatively flat when compared to FY 2013-14. While there are several Special Revenue funds with fluctuations from year to year, the most significant decrease is in CDBG grant funding.

Enterprise funds total \$68.9 million, which is an increase of \$3 million, or 4.6 percent, over the FY 2013-14 Adopted Budget. The most significant change in Water Operations is due to the estimated increase in the cost of water purchased from the San Diego County Water Authority (5 percent increase in fixed costs and 3.6 percent increase in the variable costs). The Operating Budget also includes funding for depreciation replacement transfers related to growth and aging of the water infrastructure system.

Wastewater operations are projected to increase 11.1 percent, or \$1.2 million, of the total \$3 million overall increase in Enterprise funds. This increase in the operating budget is primarily due to an increase in the depreciation replacement transfer, to reflect an adjustment made to the city's share of the Encina treatment plant assets. Other increases were seen in utility costs, and parts and supplies related to infrastructure asset maintenance.

Golf Course operations are expected to remain relatively flat for FY 2014-15.

2014-15 OPERATING BUDGET OVERVIEW

The **Internal Service** funds total \$21.9 million, an increase of \$4.7 million, or 27.1 percent, from the prior year. The Internal Service funds are self-supporting through user charges. Changes occurred in a number of these funds, including the following:

- The **General Liability/Risk Management** budget shows an increase of approximately \$100,000, or 6.3 percent, based on higher claims projected for the fund, as compared to the prior fiscal years.
- The **Self Insured Benefits** budget shows an increase of approximately \$2 million on the expenditure side; funding was previously transferred in to this fund to provide future stabilization of retirement rates.
- The **Vehicle Replacement** budget has increased almost \$660,000, or 51.6 percent. Replacements can vary significantly from year to year, depending on the useful life, cost, and replacement timing of individual fleet assets. A list of the requested replacement vehicles can be found at the end of this document.
- **Vehicle Maintenance** costs have increased almost \$400,000, or 13.7 percent due to increases in parts, and gas and oil, and other maintenance related costs.
- The **Information Technology** budget shows an increase in the department's budget of approximately \$1.2 million, or 15.1 percent, from the prior fiscal year. This department has seen increases in software maintenance and contractual services of both existing and new technology projects. The cost of staffing has also increased as the department has seen a greater need for some key professional positions which come at a higher cost due based on market demand for those skills.

The budgets for the **Redevelopment Obligation Retirement Funds (RORF)** budgets have remained flat, from the Redevelopment Agency Fund budgets shown in the previous year. The ROPS identifies financial commitments of the former RDA, including \$250,000 in administrative costs, which will be paid from semi-annual tax increment revenue received by the Successor Agency and annual debt service requirements. Every six months a new ROPS must be prepared and approved by the Oversight Board, the County of San Diego and the State of California in order to receive additional tax increment.

SUMMARY

This Operating Budget for FY 2014-15 provides a balanced budget for the coming fiscal year while continuing with a long-term plan to sustain a balanced budget in future years. Significant ongoing operating expenses were identified and incorporated in the FY 2014-15 to ensure the budget reflects the ongoing financial obligations of the city. The Carlsbad economy is continuing to improve, as a strong economic base is aided by the addition of hotel, retail and commercial projects. Major revenue sources are improving in the city, with continued gains seen in property tax, sales tax, and hotel tax revenues.

Carlsbad still faces economic challenges from a fluctuating economy, continued increases in utility and water rates, and concerns over the impact that budget decisions at the state and federal levels could have on the city's financial situation. To meet these challenges, the city has initiated a program to evaluate all city operations looking for opportunities to reduce costs through efficiencies, shared services or contracting out services in some areas when that makes sense. The city has already seen results from these efforts. As costs for utilities, insurance, and supplies have increased, departments have been able to reduce costs in other areas to maintain a balanced budget without impacting services provided to the community.

2014-15 OPERATING BUDGET OVERVIEW

The City of Carlsbad is entering the new fiscal year in a solid financial position and focused on the future. Careful planning and responsible management have allowed the city to not only maintain core services, but to also move ahead on community projects and other investments that contribute to an excellent quality of life in our community. Promoting a strong local economy and bringing more jobs to the city is a top priority. Due to continued fiscally conservative practices, the city is in an excellent position to take advantage of new economic opportunities that will allow our community to thrive now and for many years in the future.

**CITY OF CARLSBAD
OPERATING FUNDS
PROJECTED FUND BALANCES**

FUND	UNRESERVED BALANCE JULY 1, 2013	PROJECTED REVENUES	PROJECTED EXPENDITURES	PROJECTED BALANCE JUNE 30, 2014
GENERAL FUND	\$69,578,115 *	\$123,043,000	\$123,837,030	\$68,784,085 *
TOTAL GENERAL FUND	69,578,115	123,043,000	123,837,030	68,784,085
SPECIAL REVENUE				
AFFORDABLE HOUSING	13,951,523	1,927,500	493,297	15,385,726
BUENA VISTA CHANNEL MAINTENANCE	1,249,607	104,000	115,000	1,238,607
CITIZEN'S OPTION FOR PUBLIC SAFETY	124,274	148,000	131,377	140,897
COMMUNITY ACTIVITY GRANTS	1,032,919	12,000	10,000	1,034,919
COMMUNITY DEVELOPMENT BLOCK GRANT	1,106	230,000	229,810	1,296
CULTURAL ARTS DONATIONS	172,206	23,000	73,000	122,206
LIBRARY AND ARTS ENDOWMENT FUND	257,786	3,000	0	260,786
LIBRARY GIFTS/BEQUESTS	176,271	149,000	150,000	175,271
LIGHTING AND LANDSCAPING DISTRICT NO. 2	1,688,103	410,000	254,000	1,844,103
LOCAL CABLE INFRASTRUCTURE FUND	767,440	356,000	299,000	824,440
MEDIAN MAINTENANCE	167,734	716,400	800,000	84,134
PARKING IN LIEU	358,567	0	42,200	316,367
POLICE ASSET FORFEITURE	519,023	103,000	140,323	481,700
POLICE GRANTS	(49,297)	93,000	172,000	(128,297)
RECREATION DONATIONS	236,264	33,500	6,000	263,764
RENTAL ASSISTANCE - SECTION 8	542,286	6,155,000	6,175,000	522,286
SENIOR DONATIONS	314,568	27,500	20,000	322,068
STREET LIGHTING	1,239,594	890,000	774,500	1,355,094
STREET TREE MAINTENANCE	17,320	657,200	625,000	49,520
TOTAL SPECIAL REVENUE	22,767,294	12,038,100	10,510,507	24,294,887
ENTERPRISE				
WATER OPERATIONS	4,566,146	37,876,000	36,150,428	6,291,718
RECYCLED WATER OPERATIONS	6,011,420	8,262,000	10,938,812	3,334,608
WASTEWATER OPERATIONS	901,253	12,100,000	11,796,876	1,204,377
SOLID WASTE MANAGEMENT	10,478,964	3,593,000	2,870,363	11,201,601
GOLF COURSE	185,360	7,344,000	7,396,076	133,284
TOTAL ENTERPRISE	22,143,143	69,175,000	69,152,555	22,165,588
INTERNAL SERVICE				
WORKERS' COMPENSATION	(203,751)	2,768,000	3,904,882	(1,340,633)
RISK MANAGEMENT	303,172	2,737,000	1,375,000	1,665,172
SELF-INSURED BENEFITS	1,762,272	2,864,000	709,222	3,917,050
VEHICLE MAINTENANCE	511,262	2,835,000	2,977,813	368,449
VEHICLE REPLACEMENT	16,304,286	1,430,000	3,038,405	14,695,881
INFORMATION TECHNOLOGY	5,215,017	7,052,000	7,200,000	5,067,017
TOTAL INTERNAL SERVICE	23,892,258	19,686,000	19,205,322	24,372,936
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS				
VILLAGE RDA OBLIGATION RETIREMENT FUND	892,122	1,649,000	1,191,370	1,349,752
TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUND	892,122	1,649,000	1,191,370	1,349,752
TOTAL OPERATING FUNDS	\$139,272,932	\$225,591,100	\$223,896,784	\$140,967,248

* FOR THE GENERAL FUND ONLY THIS REPRESENTS UNASSIGNED FUND BALANCE.

**CITY OF CARLSBAD
OPERATING FUNDS
PROJECTED FUND BALANCES**

FUND	PROJECTED BALANCE JULY 1, 2014	ESTIMATED REVENUES	ADOPTED BUDGET	PROJECTED BALANCE JUNE 30, 2015
GENERAL FUND	\$68,784,085 *	\$128,964,000	\$124,619,620	\$73,128,465 *
TOTAL GENERAL FUND	<u>68,784,085</u>	<u>128,964,000</u>	<u>124,619,620</u>	<u>73,128,465</u>
SPECIAL REVENUE				
AFFORDABLE HOUSING	15,385,726	1,365,000	537,380	16,213,346
BUENA VISTA CHANNEL MAINTENANCE	1,238,607	112,000	106,275	1,244,332
CITIZEN'S OPTION FOR PUBLIC SAFETY	140,897	125,000	142,368	123,529
COMMUNITY ACTIVITY GRANTS	1,034,919	10,000	14,000	1,030,919
COMMUNITY DEVELOPMENT BLOCK GRANT	1,296	650,000	94,639	556,657
CULTURAL ARTS DONATIONS	122,206	33,000	74,500	80,706
LIBRARY AND ARTS ENDOWMENT FUND	260,786	2,000	4,000	258,786
LIBRARY GIFTS/BEQUESTS	175,271	130,000	50,375	254,896
LIGHTING AND LANDSCAPING DISTRICT NO. 2	1,844,103	554,000	251,476	2,146,627
LOCAL CABLE INFRASTRUCTURE FUND	824,440	367,000	522,138	669,302
MEDIAN MAINTENANCE	84,134	844,000	843,833	84,301
PARKING IN LIEU	316,367	0	44,000	272,367
POLICE ASSET FORFEITURE	481,700	55,000	181,140	355,560
POLICE GRANTS	(128,297)	0	0	(128,297)
RECREATION DONATIONS	263,764	38,000	80,500	221,264
RENTAL ASSISTANCE - SECTION 8	522,286	5,905,000	6,249,055	178,231
SENIOR DONATIONS	322,068	25,000	36,600	310,468
STREET LIGHTING	1,355,094	872,000	860,276	1,366,818
STREET TREE MAINTENANCE	49,520	517,000	533,345	33,175
TOTAL SPECIAL REVENUE	<u>24,294,887</u>	<u>11,604,000</u>	<u>10,625,900</u>	<u>25,272,987</u>
ENTERPRISE				
WATER OPERATIONS	6,291,718	39,911,920	37,907,851	8,295,787
RECYCLED WATER OPERATIONS	3,334,608	8,633,475	7,595,449	4,372,634
WASTEWATER OPERATIONS	1,204,377	12,103,119	12,424,199	883,297
SOLID WASTE MANAGEMENT	11,201,601	3,518,662	3,513,918	11,206,345
GOLF COURSE	133,284	7,626,795	7,477,931	282,148
TOTAL ENTERPRISE	<u>22,165,588</u>	<u>71,793,971</u>	<u>68,919,348</u>	<u>25,040,211</u>
INTERNAL SERVICE				
WORKERS' COMPENSATION	(1,340,633)	3,701,230	2,026,466	334,131
RISK MANAGEMENT	1,665,172	1,951,490	1,809,248	1,807,414
SELF-INSURED BENEFITS	3,917,050	901,660	3,554,614	1,264,096
VEHICLE MAINTENANCE	368,449	3,268,711	3,269,004	368,156
VEHICLE REPLACEMENT	14,695,881	1,680,625	1,952,500	14,424,006
INFORMATION TECHNOLOGY	5,067,017	8,202,753	9,308,565	3,961,205
TOTAL INTERNAL SERVICE	<u>24,372,936</u>	<u>19,706,469</u>	<u>21,920,397</u>	<u>22,159,008</u>
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS				
VILLAGE RDA OBLIGATION RETIREMENT FUND	1,349,752	2,017,828	1,315,279	2,052,301
TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUND	<u>1,349,752</u>	<u>2,017,828</u>	<u>1,315,279</u>	<u>2,052,301</u>
TOTAL OPERATING FUNDS	\$140,967,248	\$234,086,268	\$227,400,544	\$147,652,972

* FOR THE GENERAL FUND ONLY THIS REPRESENTS UNDESIGNATED, UNRESERVED FUND BALANCE.

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2012-13	PROJECTED REVENUE 2013-14	ESTIMATED REVENUE 2014-15	CHANGE AS % OF FY 13-14 PROJECTED	DIFFERENCE 2013-14 TO 2014-15
GENERAL FUND					
TAXES					
PROPERTY TAX	\$51,232,218	\$49,968,000	\$53,280,000	6.6%	\$3,312,000
SALES TAX	29,301,079	31,107,000	31,674,000	1.8%	567,000
TRANSIENT TAX	14,702,411	15,971,000	16,450,000	3.0%	479,000
FRANCHISE TAX	5,117,586	4,885,000	4,990,000	2.2%	105,000
BUSINESS LICENSE TAX	3,833,584	3,677,000	3,824,000	4.0%	147,000
TRANSFER TAX	1,058,343	1,097,000	1,080,000	-1.6%	(17,000)
TOTAL TAXES	105,245,221	106,705,000	111,298,000	4.3%	4,593,000
INTERGOVERNMENTAL					
VEHICLE LICENSE FEES	55,196	46,000	0	-100.0%	(46,000)
HOMEOWNERS EXEMPTION	362,631	355,000	357,000	0.6%	2,000
OTHER INTERGOVERNMENTAL	1,106,326	618,000	618,000	0.0%	0
TOTAL INTERGOVERNMENTAL	1,524,153	1,019,000	975,000	-4.3%	(44,000)
LICENSES AND PERMITS					
BUILDING PERMITS	869,357	735,000	879,000	19.6%	144,000
OTHER LICENSES & PERMITS	1,147,006	723,000	866,000	19.8%	143,000
TOTAL LICENSES & PERMITS	2,016,363	1,458,000	1,745,000	19.7%	287,000
CHARGES FOR SERVICES					
PLANNING FEES	567,439	147,000	176,000	19.7%	29,000
BUILDING DEPT. FEES	747,286	553,000	662,000	19.7%	109,000
ENGINEERING FEES	768,102	627,000	750,000	19.6%	123,000
AMBULANCE FEES	2,368,600	2,260,000	2,326,000	2.9%	66,000
RECREATION FEES	1,580,386	2,114,000	2,703,000	27.9%	589,000
OTHER CHARGES OR FEES	670,379	509,000	520,000	2.2%	11,000
TOTAL CHARGES FOR SERVICES	6,702,192	6,210,000	7,137,000	14.9%	927,000
FINES AND FORFEITURES	754,346	680,000	680,000	0.0%	0
INCOME FROM INVESTMENTS AND PROPERTY*	1,354,405	2,388,000	2,546,000	6.6%	158,000
INTERDEPARTMENTAL CHARGES	3,857,962	3,718,000	3,718,000	0.0%	0
OTHER REVENUE SOURCES	1,936,098	865,000	865,000	0.0%	0
TOTAL GENERAL FUND	\$123,390,740	\$123,043,000	\$128,964,000	4.8%	\$5,921,000

* INTEREST IS CALCULATED ON AN AMORTIZED COST BASIS

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2012-13	PROJECTED REVENUE 2013-14	ESTIMATED REVENUE 2014-15	CHANGE AS % OF FY 13-14 PROJECTED	DIFFERENCE 2013-14 TO 2014-15
SPECIAL REVENUE FUNDS					
AFFORDABLE HOUSING					
AFFORDABLE HOUSING FEES	\$1,120,220	\$1,676,000	\$170,000	-89.9%	(\$1,506,000)
FEDERAL GRANT	831,073	50,000	700,000	1300.0%	650,000
PROPERTY TAX	454	0	177,000	0.0%	177,000
INTEREST	148,609	155,500	150,000	-3.5%	(5,500)
OTHER	1,091,830	46,000	168,000	265.2%	122,000
TOTAL AFFORDABLE HOUSING	3,192,186	1,927,500	1,365,000	-29.2%	(562,500)
BUENA VISTA CHANNEL MAINTENANCE					
BUENA VISTA FEES	85,539	92,000	100,000	8.7%	8,000
INTEREST	1,940	12,000	12,000	0.0%	0
TOTAL BUENA VISTA CHANNEL MAINTENANCE	87,479	104,000	112,000	7.7%	8,000
CITIZEN'S OPTION FOR PUBLIC SAFETY					
STATE FUNDING (AB3229)	178,583	148,000	125,000	-15.5%	(23,000)
TOTAL CITIZENS OPTION FOR PUBLIC SAFETY	178,583	148,000	125,000	-15.5%	(23,000)
COMMUNITY ACTIVITY GRANTS					
INTEREST	1,616	12,000	10,000	-16.7%	(2,000)
TOTAL COMMUNITY ACTIVITY GRANTS	1,616	12,000	10,000	-16.7%	(2,000)
COMMUNITY DEVELOPMENT BLOCK GRANT					
FEDERAL GRANT	1,164,716	230,000	530,000	130.4%	300,000
INTEREST	433	0	0	0.0%	0
OTHER	254,016	0	120,000	0.0%	120,000
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT	1,419,165	230,000	650,000	182.6%	420,000
CULTURAL ARTS DONATIONS					
DONATIONS	56,350	22,000	26,000	18.2%	4,000
INTEREST	155	1,000	0	-100.0%	(1,000)
OTHER	600	0	7,000	0.0%	7,000
TOTAL CULTURAL ARTS DONATIONS	57,105	23,000	33,000	43.5%	10,000
LIBRARY AND ARTS ENDOWMENT FUND					
INTEREST	428	3,000	2,000	-33.3%	(1,000)
TOTAL LIBRARY AND ARTS ENDOWMENT FUND	428	3,000	2,000	-33.3%	(1,000)
LIBRARY GIFTS/BEQUESTS					
GIFTS/BEQUESTS	127,381	147,000	130,000	-11.6%	(17,000)
INTEREST	654	2,000	0	-100.0%	(2,000)
TOTAL LIBRARY GIFTS/BEQUESTS	128,035	149,000	130,000	-12.8%	(19,000)
LIGHTING AND LANDSCAPING DISTRICT NO. #2					
LLD #2 FEES	467,971	390,000	535,000	37.2%	145,000
INTEREST	1,994	14,500	19,000	31.0%	4,500
OTHER	5,400	5,500	0	-100.0%	(5,500)
TOTAL LIGHTING AND LANDSCAPING DIST. NO. #2	475,365	410,000	554,000	35.1%	144,000
LOCAL CABLE INFRASTRUCTURE FUND					
CABLE FEES	358,971	348,000	360,000	3.5%	12,000
INTEREST	1,264	8,000	7,000	-12.5%	(1,000)
TOTAL LOCAL CABLE INFRASTRUCTURE FUND	360,235	356,000	367,000	3.1%	11,000
MEDIAN MAINTENANCE					
MEDIAN MAINTENANCE FEES	357,401	359,000	359,000	0.0%	0
INTEREST	73	0	0	0.0%	0
OTHER	383,761	357,400	485,000	35.7%	127,600
TOTAL MEDIAN MAINTENANCE	741,235	716,400	844,000	17.8%	127,600
PARKING IN LIEU					
IN LIEU FEES	0	104,000	0	-100.0%	(104,000)
INTEREST	756	5,000	0	-100.0%	(5,000)
TOTAL PARKING IN LIEU	756	109,000	0	-100.0%	(109,000)
POLICE ASSET FORFEITURE					
ASSET FORFEITURES	106,629	97,000	50,000	-48.5%	(47,000)
INTEREST	180	6,000	5,000	-16.7%	(1,000)
TOTAL POLICE ASSET FORFEITURE	106,809	103,000	55,000	-46.6%	(48,000)
POLICE GRANTS					
FEDERAL GRANT	665,193	93,000	0	-100.0%	(93,000)
TOTAL POLICE GRANTS	665,193	93,000	0	-100.0%	(93,000)

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2012-13	PROJECTED REVENUE 2013-14	ESTIMATED REVENUE 2014-15	CHANGE AS % OF FY 13-14 PROJECTED	DIFFERENCE 2013-14 TO 2014-15
SPECIAL REVENUE FUNDS - CONTINUED					
RECREATION DONATIONS					
DONATIONS & GRANTS	42,694	32,000	38,000	18.8%	6,000
INTEREST	426	1,500	0	-100.0%	(1,500)
TOTAL RECREATION DONATIONS	43,120	33,500	38,000	13.4%	4,500
RENTAL ASSISTANCE					
FEDERAL GRANT	6,263,810	6,100,000	5,900,000	-3.3%	(200,000)
INTEREST	3,723	5,000	5,000	0.0%	0
OTHER	27,573	50,000	0	-100.0%	(50,000)
TOTAL RENTAL ASSISTANCE	6,295,106	6,155,000	5,905,000	-4.1%	(250,000)
SENIOR DONATIONS					
DONATIONS	121,497	12,000	10,000	-16.7%	(2,000)
INTEREST	351	3,500	0	-100.0%	(3,500)
OTHER	15,110	12,000	15,000	25.0%	3,000
TOTAL SENIOR DONATIONS	136,958	27,500	25,000	-9.1%	(2,500)
STREET LIGHTING					
STREET LIGHTING FEES	731,952	731,000	731,000	0.0%	0
OTHER	719,945	146,500	129,000	-12.0%	(17,500)
INTEREST	3,725	12,500	12,000	-4.0%	(500)
TOTAL STREET LIGHTING	1,455,622	890,000	872,000	-2.0%	(18,000)
STREET TREE MAINTENANCE					
TREE MAINTENANCE FEES	463,949	463,000	463,000	0.0%	0
INTEREST	93	0	0	0.0%	0
OTHER	151,680	194,200	54,000	-72.2%	(140,200)
TOTAL STREET TREE MAINTENANCE	615,722	657,200	517,000	-21.3%	(140,200)
TOTAL SPECIAL REVENUE FUNDS	\$15,960,718	\$12,038,100	\$11,604,000	-3.6%	(\$434,100)

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2012-13	PROJECTED REVENUE 2013-14	ESTIMATED REVENUE 2014-15	CHANGE AS % OF FY 13-14 PROJECTED	DIFFERENCE 2013-14 TO 2014-15
ENTERPRISE FUNDS					
WATER OPERATIONS					
WATER SALES	\$25,059,601	\$25,100,000	\$26,486,670	5.5%	\$1,386,670
READY TO SERVE CHARGES	8,853,504	9,000,000	9,497,250	5.5%	497,250
PROPERTY TAXES	2,905,812	2,758,000	2,861,500	3.8%	103,500
NEW ACCOUNT CHARGES	146,308	130,000	135,000	3.9%	5,000
BACK-FLOW PROGRAM FEES	134,266	130,000	135,000	3.9%	5,000
PENALTY FEES	334,763	255,000	267,500	4.9%	12,500
INTEREST	(10,651)	68,000	68,500	0.7%	500
ENGINEERING OVERHEAD	77,615	55,000	57,000	3.6%	2,000
SERVICE CONNECTION FEES	110,356	75,000	87,000	16.0%	12,000
OTHER	1,936,867	305,000	316,500	3.8%	11,500
TOTAL WATER OPERATIONS	39,548,441	37,876,000	39,911,920	5.4%	2,035,920
RECYCLED WATER OPERATIONS					
WATER SALES	6,126,951	6,300,000	6,550,000	4.0%	250,000
READY-TO-SERVE CHARGE	635,115	660,000	660,000	0.0%	0
RECYCLED WATER CREDITS	1,229,340	1,150,000	1,250,000	8.7%	100,000
INTEREST	15,348	52,000	0	-100.0%	(52,000)
OTHER	156,388	100,000	173,475	73.5%	73,475
TOTAL RECYCLED WATER OPERATIONS	8,163,142	8,262,000	8,633,475	4.5%	371,475
WASTEWATER OPERATIONS					
SERVICE CHARGES	11,733,423	11,700,000	11,700,000	0.0%	0
MISC SEWER	36,697	35,000	35,000	0.0%	0
ENGINEERING OVERHEAD	180,097	175,000	180,000	2.9%	5,000
PENALTY FEES	89,284	75,000	80,000	6.7%	5,000
INTEREST	45,756	76,000	63,119	-17.0%	(12,881)
OTHER	23,458	39,000	45,000	15.4%	6,000
TOTAL WASTEWATER OPERATIONS	12,108,715	12,100,000	12,103,119	0.0%	3,119
SOLID WASTE MANAGEMENT					
INTEREST	18,690	118,000	112,000	-5.1%	(6,000)
RECYCLING FEES (AB939)	289,201	299,000	300,000	0.3%	1,000
PENALTY FEES	57,597	60,000	59,000	-1.7%	(1,000)
TRASH SURCHARGE	2,679,386	2,654,000	2,670,700	0.6%	16,700
OTHER	319,160	462,000	376,962	-18.4%	(85,038)
TOTAL SOLID WASTE MANAGEMENT	3,364,034	3,593,000	3,518,662	-2.1%	(74,338)
GOLF COURSE OPERATIONS					
INTEREST	90,059	0	152	0.0%	152
CHARGES FOR SERVICES	6,277,627	6,345,000	6,595,403	4.0%	250,403
OTHER	409,605	999,000	1,031,240	3.2%	32,240
TOTAL GOLF COURSE OPERATIONS	6,777,291	7,344,000	7,626,795	3.9%	282,795
TOTAL ENTERPRISE FUNDS	\$69,961,623	\$69,175,000	\$71,793,971	3.8%	\$2,618,971

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2012-13	PROJECTED REVENUE 2013-14	ESTIMATED REVENUE 2014-15	CHANGE AS % OF FY 13-14 PROJECTED	DIFFERENCE 2013-14 TO 2014-15
INTERNAL SERVICE FUNDS					
WORKERS' COMPENSATION					
INTERDEPARTMENTAL	\$1,501,120	\$1,501,000	\$1,651,230	10.0%	\$150,230
INTEREST	8,281	75,000	50,000	-33.3%	(25,000)
OTHER	761,194	1,192,000	2,000,000	67.8%	808,000
TOTAL WORKERS' COMPENSATION	2,270,595	2,768,000	3,701,230	33.7%	933,230
RISK MANAGEMENT					
INTERDEPARTMENTAL	1,858,560	1,952,000	1,951,490	0.0%	(510)
INTEREST	455	18,000	0	-100.0%	(18,000)
OTHER	21,059	767,000	0	-100.0%	(767,000)
TOTAL RISK MANAGEMENT	1,880,074	2,737,000	1,951,490	-28.7%	(785,510)
SELF-INSURED BENEFITS					
INTERDEPARTMENTAL	748,805	749,000	786,920	5.1%	37,920
OTHER	1,884,286	2,115,000	114,740	-94.6%	(2,000,260)
TOTAL SELF-INSURED BENEFITS	2,633,091	2,864,000	901,660	-68.5%	(1,962,340)
VEHICLE MAINTENANCE					
INTERDEPARTMENTAL	2,861,958	2,795,000	3,239,711	15.9%	444,711
INTEREST	(2,382)	0	0	0.0%	0
OTHER	32,560	40,000	29,000	-27.5%	(11,000)
TOTAL VEHICLE MAINTENANCE	2,892,136	2,835,000	3,268,711	15.3%	433,711
VEHICLE REPLACEMENT					
INTERDEPARTMENTAL	1,820,012	1,251,000	1,680,625	34.3%	429,625
INTEREST	26,068	179,000	0	-100.0%	(179,000)
OTHER	48,087	0	0	0.0%	0
TOTAL VEHICLE REPLACEMENT	1,894,167	1,430,000	1,680,625	17.5%	250,625
INFORMATION TECHNOLOGY					
INTERDEPARTMENTAL	6,656,905	6,983,000	8,176,353	17.1%	1,193,353
INTEREST	7,929	63,000	26,400	-58.1%	(36,600)
OTHER	23,330	6,000	0	-100.0%	(6,000)
TOTAL INFORMATION TECHNOLOGY	6,688,164	7,052,000	8,202,753	16.3%	1,150,753
TOTAL INTERNAL SERVICE FUNDS	\$18,258,227	\$19,686,000	\$19,706,469	0.1%	\$20,469
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS					
VILLAGE RDA OBLIGATION RETIREMENT FUND					
TAX INCREMENT	639,618	1,646,000	1,997,828	21.4%	351,828
INTEREST	64,848	3,000	20,000	566.7%	17,000
OTHER	2,920,979	0	0	0.0%	0
TOTAL VILLAGE OPERATIONS / DEBT SERVICE	3,625,445	1,649,000	2,017,828	22.4%	368,828
TOTAL REDEVELOPMENT FUNDS	\$3,625,445	\$1,649,000	\$2,017,828	22.4%	\$368,828
TOTAL OPERATING FUNDS	\$231,196,753	\$225,591,100	\$234,086,268	3.8%	\$8,495,168

**CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE**

			2013-14			%INCR/(DECR)
	2011-12	2012-13	ESTIMATED	2013-14	2014-15	13-14 BUD
DEPARTMENT	ACTUAL*	ACTUALS	EXPENDITURES	BUDGET	BUDGET	TO 14-15 BUD
GENERAL FUND						
POLICY AND LEADERSHIP GROUP						
CITY COUNCIL	\$337,599	\$354,428	\$340,274	\$364,856	367,220	0.6%
CITY ATTORNEY	1,289,939	1,286,037	1,460,000	1,316,806	1,373,159	4.3%
CITY CLERK	124,036	101,502	336,000	63,347	531,474	739.0%
CITY MANAGER	1,442,294	1,737,511	1,765,000	1,388,651	1,874,568	35.0%
CITY TREASURER	183,730	185,597	202,051	207,514	200,226	-3.5%
COMMUNITY OUTREACH AND ENGAGEMENT	638,541	698,799	880,000	697,185	1,283,257	84.1%
TOTAL POLICY AND LEADERSHIP GROUP	4,016,139	4,363,874	4,983,325	4,038,359	5,629,904	39.4%
ADMINISTRATIVE SERVICES						
FINANCE	3,395,659	3,248,400	4,432,000	3,591,465	3,747,584	4.3%
HUMAN RESOURCES	2,285,191	2,293,015	2,289,000	2,399,628	2,876,229	19.9%
RECORDS MANAGEMENT	687,969	650,547	292,000	802,226	302,342	-62.3%
TOTAL ADMINISTRATIVE SERVICES	6,368,819	6,191,962	7,013,000	6,793,319	6,926,155	2.0%
COMMUNITY DEVELOPMENT						
COMMUNITY AND ECONOMIC DEVELOPMENT	7,035,103	6,961,921	7,749,637	6,842,728	8,159,731	19.2%
HOUSING AND NEIGHBORHOOD SERVICES	499,230	522,669	603,095	598,583	721,317	20.5%
TOTAL COMMUNITY DEVELOPMENT	7,534,333	7,484,590	8,352,732	7,441,311	8,881,048	19.3%
COMMUNITY SERVICES						
LIBRARY AND CULTURAL ARTS	10,418,253	10,282,856	10,679,637	10,394,004	11,228,043	8.0%
PARKS AND RECREATION	12,160,698	11,603,390	13,238,000	13,198,247	14,815,116	12.3%
TOTAL COMMUNITY SERVICES	22,578,951	21,886,246	23,917,637	23,592,251	26,043,159	10.4%
PUBLIC SAFETY						
FIRE	17,034,490	17,915,669	17,904,427	17,777,047	18,933,836	6.5%
POLICE	27,506,352	27,756,320	29,380,439	28,746,830	29,077,696	1.2%
TOTAL PUBLIC SAFETY	44,540,842	45,671,989	47,284,866	46,523,877	48,011,532	3.2%
PUBLIC WORKS						
PROPERTY AND ENVIROMENTAL MANAGEMENT	4,707,149	4,734,322	6,088,818	5,566,546	6,100,791	9.6%
TRANSPORTATION	8,327,015	8,084,830	9,200,000	8,696,580	9,277,863	6.7%
STORM DRAIN ENGINEERING	237,203	270,793	271,303	279,098	278,334	-0.3%
TOTAL PUBLIC WORKS	13,271,367	13,089,945	15,560,121	14,542,224	15,656,988	7.7%

NOTE: ESTIMATED EXPENDITURES MAY EXCEED ADOPTED BUDGET SINCE THEY INCLUDE PRIOR YEAR BUDGET APPROPRIATIONS.
* ACTUALS, ESTIMATED EXPENDITURES AND BUDGET HAVE BEEN ADJUSTED TO REFLECT THE CITY'S REORGANIZATION IMPLEMENTATION.

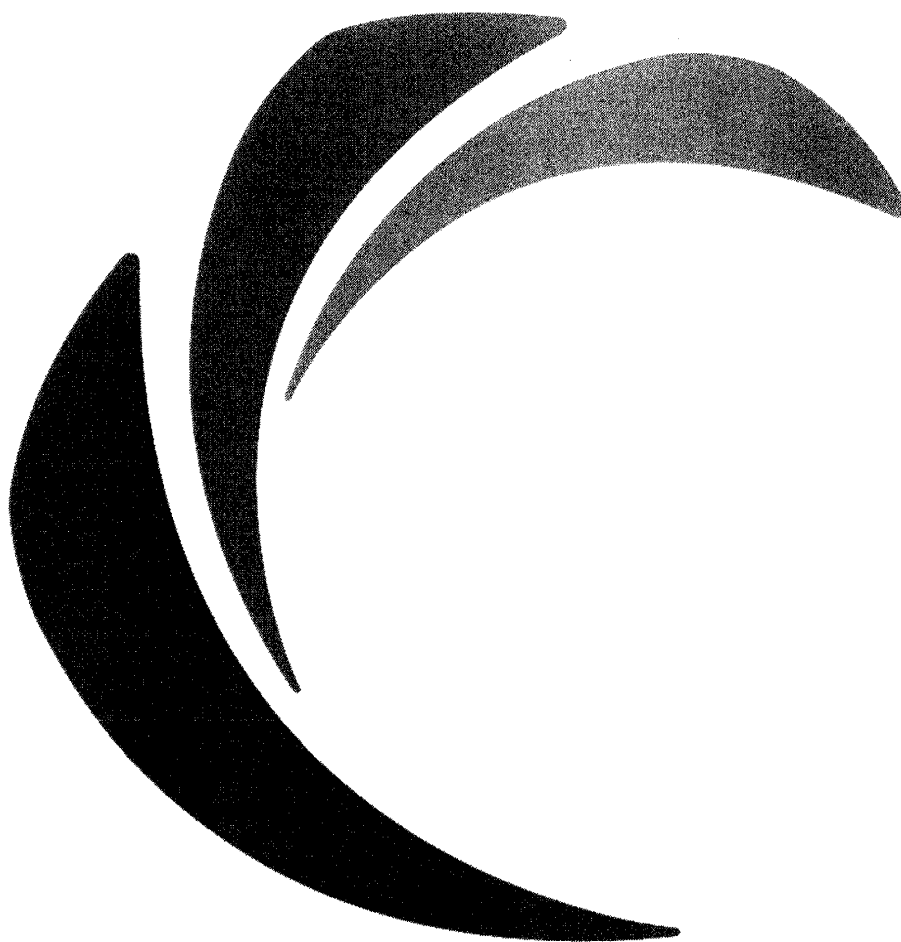
**CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE**

DEPARTMENT	2011-12 ACTUAL*	2012-13 ACTUALS	2013-14 ESTIMATED EXPENDITURES	2013-14 BUDGET	2014-15 BUDGET	%INCR/(DECR) 13-14 BUD TO 14-15 BUD
GENERAL FUND - CONTINUED						
MISCELLANEOUS NON-DEPARTMENTAL						
EXPENDITURES						
COMMUNITY CONTRIBUTIONS	187,316	135,057	30,000	0	0	-
DUES & SUBSCRIPTIONS	54,481	51,492	52,000	60,000	55,000	-8.3%
LEGAL SERVICES	60,656	28,618	80,000	80,000	80,000	0.0%
PROFESSIONAL SERVICES	166,892	392,391	675,000	475,000	185,000	-61.1%
OTHER MISCELLANEOUS EXPENDITURES	367,818	270,515	400,000	0	0	-
PERSONNEL RELATED	57,904	63,719	134,000	175,000	904,632	416.9%
PROPERTY TAX & OTHER ADMINISTRATION	735,656	585,854	560,000	650,000	622,000	-4.3%
TOTAL EXPENDITURES	1,630,723	1,527,646	1,931,000	1,440,000	1,846,632	28.2%
TRANSFERS						
INFRASTRUCTURE REPLACEMENT FUND	7,382,000	7,547,000	7,800,000	7,800,000	8,302,000	6.4%
TRANSFERS TO SELF INSURED BEN.-PERS SETASIDE	1,400,000	1,800,000	2,000,000	2,000,000	0	-100.0%
TRANSFERS TO GOLF COURSE	1,644,592	251,072	998,549	998,549	1,031,240	3.3%
TRANSFER TO LLD#1 (MEDIANS & TREES)	473,000	527,746	545,000	545,000	539,000	-1.1%
TRANSFER TO STORM WATER PROGRAM	165,497	245,931	253,000	253,000	251,962	-0.4%
OTHER MISCELLANEOUS TRANSFERS	1,629,806	658,561	3,197,800	2,197,800	0	-100.0%
TOTAL TRANSFERS	12,694,895	11,030,310	14,794,349	13,794,349	10,124,202	-26.6%
TOTAL MISCELLANEOUS NON-DEPARTMENTAL	14,325,618	12,557,956	16,725,349	15,234,349	11,970,834	-21.4%
SUBTOTAL GENERAL FUND	112,636,069	111,246,562	123,837,030	118,165,690	123,119,620	4.2%
CONTINGENCIES	0	0	0	1,500,000	1,500,000	0.0%
TOTAL GENERAL FUND	\$112,636,069	\$111,246,562	\$123,837,030	\$119,665,690	\$124,619,620	4.1%

**CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE**

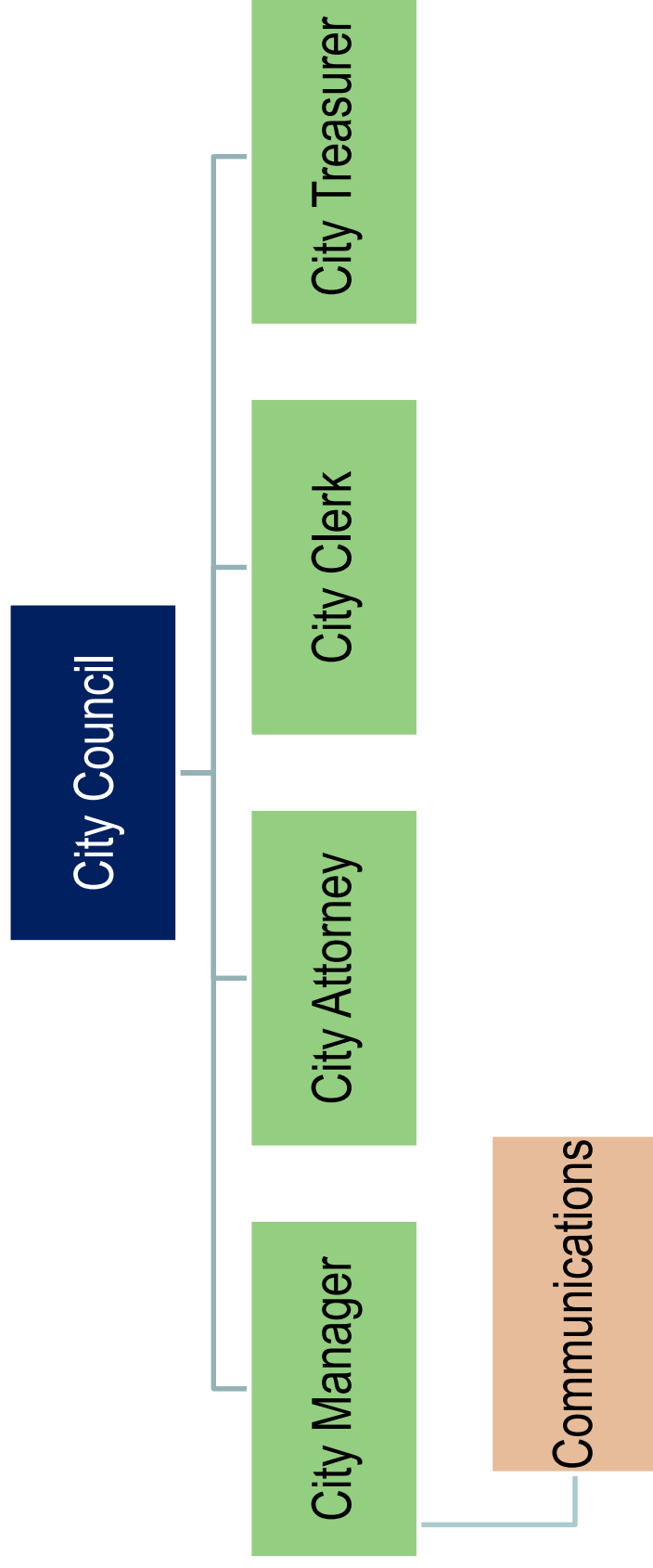
DEPARTMENT	2011-12	2012-13	2013-14		2014-15	%INCR/(DECR)
	ACTUAL*	ACTUALS	ESTIMATED	2013-14		BUDGET
SPECIAL REVENUE FUNDS						
AFFORDABLE HOUSING	\$668,816	\$4,211,185	\$493,297	\$461,067	\$537,380	16.6%
BUENA VISTA CHANNEL MAINTENANCE	111,753	204,468	115,000	105,925	106,275	0.3%
CITIZEN'S OPTION FOR PUBLIC SAFETY	99,569	124,984	131,377	125,035	142,368	13.9%
COMMUNITY ACTIVITY GRANTS	1,680	45,460	10,000	10,000	14,000	40.0%
COMMUNITY DEVELOPMENT BLOCK GRANT	1,287,064	2,095,540	229,810	563,190	94,639	-83.2%
CULTURAL ARTS DONATIONS	56,417	41,142	73,000	58,400	74,500	27.6%
LIBRARY AND ARTS ENDOWMENT FUND	4,195	2,000	0	4,000	4,000	0.0%
LIBRARY GIFTS/BEQUESTS	117,952	91,764	150,000	63,367	50,375	-20.5%
LIGHTING AND LANDSCAPING DISTRICT NO. 2	214,544	233,666	254,000	246,439	251,476	2.0%
LOCAL CABLE INFRASTRUCTURE FUND	209,422	261,511	299,000	356,738	522,138	46.4%
MEDIAN MAINTENANCE	759,636	730,335	800,000	741,370	843,833	13.8%
PARKING IN LIEU	0	42,359	42,200	42,000	44,000	4.8%
POLICE ASSET FORFEITURE	247,319	202,161	140,323	251,761	181,140	-28.1%
POLICE GRANTS	748,169	543,148	172,000	0	0	-
RECREATION DONATIONS	44,795	21,296	6,000	61,969	80,500	29.9%
RENTAL ASSISTANCE	6,620,112	6,355,545	6,175,000	5,990,386	6,249,055	4.3%
SENIOR DONATIONS	16,924	25,447	20,000	35,100	36,600	4.3%
STREET LIGHTING	1,180,248	851,100	774,500	882,971	860,276	-2.6%
STREET TREE MAINTENANCE	662,694	643,490	625,000	649,668	533,345	-17.9%
TOTAL SPECIAL REVENUE FUNDS	\$13,051,309	\$16,726,601	\$10,510,507	\$10,649,386	\$10,625,900	-0.2%
ENTERPRISE FUNDS						
WATER OPERATIONS	\$30,796,638	\$35,015,968	\$36,150,428	\$36,077,284	\$37,907,851	5.1%
RECYCLED WATER OPERATIONS	7,332,485	7,264,458	10,938,812	7,523,438	7,595,449	1.0%
WASTEWATER OPERATIONS	10,374,682	11,388,038	11,796,876	11,186,522	12,424,199	11.1%
SOLID WASTE MANAGEMENT	2,941,131	2,861,179	2,870,363	3,595,771	3,513,918	-2.3%
GOLF COURSE OPERATIONS	7,528,195	7,665,238	7,396,076	7,498,961	7,477,931	-0.3%
TOTAL ENTERPRISE FUNDS	\$58,973,131	\$64,194,881	\$69,152,555	\$65,881,976	\$68,919,348	4.6%
INTERNAL SERVICE FUNDS						
WORKERS' COMPENSATION	\$2,236,534	\$3,962,146	\$3,904,882	\$1,774,781	\$2,026,466	14.2%
RISK MANAGEMENT	1,355,752	1,871,775	1,375,000	1,701,927	1,809,248	6.3%
SELF-INSURED BENEFITS	892,560	3,404,933	709,222	1,521,397	3,554,614	133.6%
VEHICLE MAINTENANCE	2,773,322	2,702,769	2,977,813	2,874,734	3,269,004	13.7%
VEHICLE REPLACEMENT	1,406,396	660,549	3,038,405	1,287,565	1,952,500	51.6%
INFORMATION TECHNOLOGY	6,298,298	6,141,226	7,200,000	8,088,407	9,308,565	15.1%
TOTAL INTERNAL SERVICE FUNDS	\$14,962,862	\$18,743,398	\$19,205,322	\$17,248,811	\$21,920,397	27.1%
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS						
VILLAGE RDA OBLIGATION RETIREMENT FUND	\$1,473,037	\$763,349	\$1,191,370	\$1,291,415	\$1,315,279	1.8%
SCC RDA OBLIGATION RETIREMENT FUND	146,863	0	0	0	0	-
TOTAL REDEVELOPMENT	\$1,619,900	\$763,349	\$1,191,370	\$1,291,415	\$1,315,279	1.8%
TOTAL OPERATING FUNDS						
	\$201,243,271	\$211,674,791	\$223,896,784	\$214,737,278	\$227,400,544	5.9%
				General Fund	\$124,619,620	
				Non GF	102,780,924	
					\$227,400,544	

NOTE: Estimated expenditures may exceed Adopted Budget since they include prior year budget appropriations.



Policy & Leadership

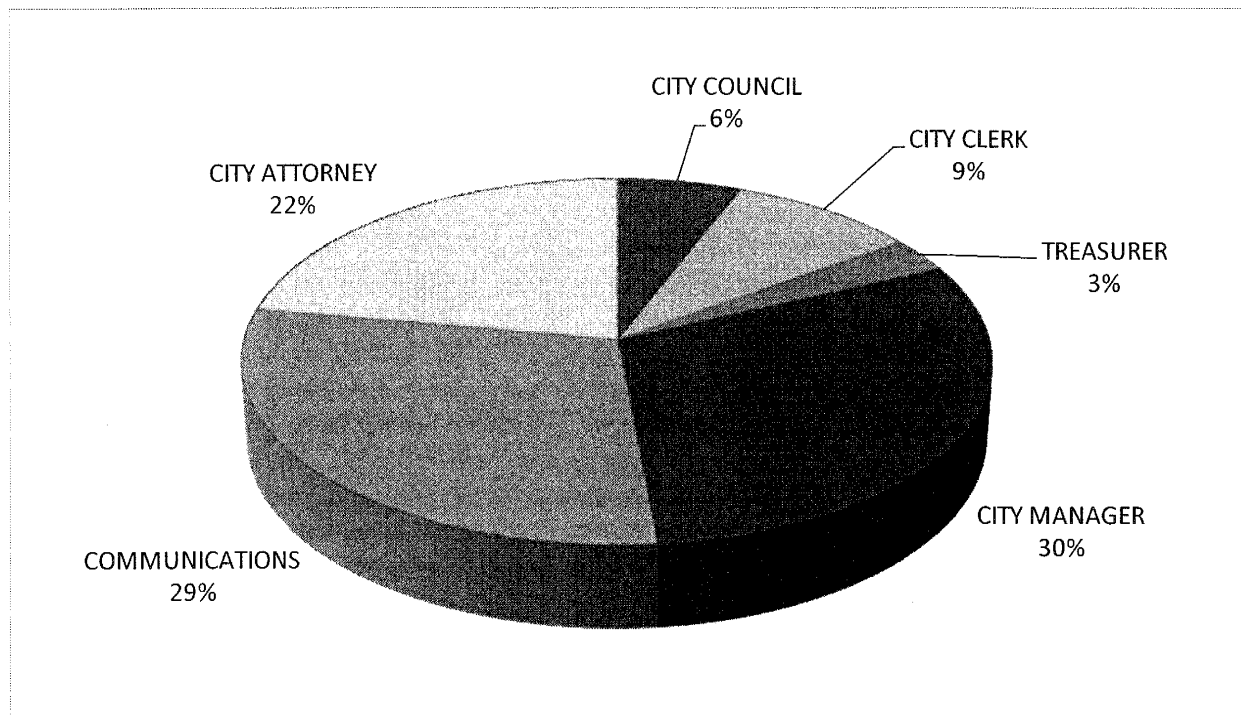
Org Chart by Function



PROGRAM: POLICY AND LEADERSHIP
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$3,078,069	\$3,301,450	\$3,031,127	\$4,074,248
MAINTENANCE & OPERATIONS	1,114,665	1,256,957	1,275,742	1,689,106
CAPITAL OUTLAY	32,827	66,978	88,228	388,688
GRAND TOTAL	\$4,225,561	\$4,625,385	\$4,395,097	\$6,152,042
FULL TIME POSITIONS	18.50	18.50	18.50	23.50
HOURLY/FTE POSITIONS	0.00	0.00	0.50	4.39



PROGRAM: CITY COUNCIL
FUND: GENERAL
PROGRAM GROUP: CITY COUNCIL

ACCT NO. 0010110

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$278,784	\$285,630	\$289,475	\$289,093
MAINTENANCE & OPERATIONS	57,023	68,000	75,381	78,127
CAPITAL OUTLAY	1,792	798	0	0
GRAND TOTAL	\$337,599	\$354,428	\$364,856	\$367,220
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

As the legislative body of the city, the City Council establishes the policies and regulatory ordinances under which the city operates. The City Council has defined goals and objectives to guide the allocation of city resources to meet the needs of the community through the policy development process.

CITY COUNCIL STRATEGIC FOCUS AREAS:

- **Creating quality jobs in a new economy** – Support local companies, attract talent and innovators, and partner with universities and research institutions to become a hub for higher education. Streamline city processes for companies considering relocating to or expanding in Carlsbad.
- **Sustainable organization** – Be an adaptable, responsive and efficient organization that delivers cost effective, high quality services. Retain a motivated, flexible and responsive staff and incentivize high performance.
- **Updating land use policies** – Through the General Plan update, adapt city land use policies to address population and demographic trends. Maintain the city's high standards and balance a thriving community with the need for tranquil, natural open spaces.
- **Changing recreation needs** – Meet the community's changing recreation needs, including more for active seniors and young people. Consider accelerating schedule for building new parks and community centers. Look beyond parks to an expanded trails system and open spaces that encourage a healthy outdoor lifestyle. Consider opportunities for public-private partnerships to expand offerings in a cost effective manner.
- **Complete streets** – Continue adapting Carlsbad streets to accommodate and encourage all modes of transportation, not just cars. Use street design to create a sense of place and community through green spaces, medians and signage. Complete traffic signal technology upgrades to improve traffic flow.
- **Fostering the next generation of community leaders** – Finding ways to encourage younger people to participate in city leadership and governance.

SIGNIFICANT CHANGES:

- None

PROGRAM: CITY CLERK
FUND: GENERAL
PROGRAM GROUP: CITY CLERK

ACCT NO. 0010210

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$26,471	\$29,939	\$36,119	\$316,802
MAINTENANCE & OPERATIONS	97,565	71,563	27,228	214,672
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$124,036	\$101,502	\$63,347	\$531,474
FULL TIME POSITIONS	0.00	0.00	0.00	3.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.50

PROGRAM GROUP DESCRIPTION:

The City Clerk is an elected, part-time official. Support services for major functions and daily operations are provided by City Clerk's Office staff.

The office is responsible for the following major functions:

- Election administration
- Minutes preparation and indexing
- Agenda preparation
- Legal noticing and publishing
- FPPC filings
- Maintains the Carlsbad Municipal Code
- Ensures Public Records are archived, preserved, and accessible to the public for transparency

KEY ACHIEVEMENTS FOR 2013-14:

- Continued to increase efficiencies by streamlining the processing and release of bonds.
- Continued use and revision of uniform guidelines for administration of elections and related matters.
- Continued compliance with federal, state, and local laws.
- Continued coordination and responses to Public Records Act Requests.
- Continued efforts to automate filings for Statements of Economic Interest.
- Continued provision of staff training regarding creation and processing of agenda bills, and related regulations.
- Continued provision of standardized training for newly appointed Board and Commission members.
- Continued focus on implementing an electronic agenda process.

KEY GOALS FOR 2014-15:

- Implement greater transparency on the city website under the City Clerk's Office area by providing access to more public records.
- Automate the filings for Statement of Economic Interests by achieving Secretary of State Authorization to accept electronic filings including e-signature for all required Statement of Economic Interest Form 700 filings.
- Implementation of an automated agenda workflow and management process.
- Evaluate option to automate the Public Records Request process.
- Administer the 2014 General Municipal Election
- Streamline processes in the City Clerk's Office and create a procedure manual.
- Automate processes in the Enterprise Content Management system when implemented city-wide.

SIGNIFICANT CHANGES:

3.0 full-time and 0.5 part-time employees were moved from Records in Administrative Services to the City Clerk's Office.

PROGRAM: CITY TREASURER
FUND: GENERAL
PROGRAM GROUP: CITY TREASURER

ACCT NO. 0010310

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$111,008	\$101,202	\$116,288	\$105,250
MAINTENANCE & OPERATIONS	72,722	84,395	91,226	94,976
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$183,730	\$185,597	\$207,514	\$200,226
FULL TIME POSITIONS	0.75	0.75	0.75	0.75
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The Office of the City Treasurer is an elected position which has the mission of providing professional cash management for the City of Carlsbad and all of its agencies including, the Carlsbad Municipal Water District.

PROGRAM ACTIVITIES:

Cash Management

- Develop projections of cash receipts and cash expenditures from various city and external sources.
- Maintain records of cash receipts and cash disbursements into the Treasury.
- Retrieve daily on-line bank statements and return check listing, verify receipt of anticipated deposits, ensure that all checks paid by the bank were valid city checks.
- Transfer cash daily into or out of the general checking account to ensure that appropriate balances are maintained for the anticipated activity of the next day.
- Execute all electronic wires of funds, ensuring that all are signed by authorized personnel and are supported by proper documentation.
- Develop contracts for cost-effective banking, both retail and custody services.
- Arrange for lines of credit and short-term loans as needed.
- Develop, maintain, and ensure compliance with all Treasury internal controls.

Investment Management

- Develop and maintain the city's Investment Policy and present annually, or as necessary, to the City Council for approval. Incorporate in the Investment Policy any changes in the city's financial requirements that affect investments. Ensure compliance with the California Government Code.
- Develop and maintain a pool of investments for the city and its agencies.
- Research daily international and national financial markets and the financial forecasts.
- Determine daily the type of investments that should be made, considering the current cash position and financial markets. Determine the dollar amount of the investment and the desired maturity date.
- Solicit telephone bids from approved financial institutions/brokers for available investments.
- Evaluate investment alternatives and effect investment purchases. Prepare trade authorizations and arrange for payment, delivery, and safekeeping of all purchases. Verify receipt and correctness of investments made.
- Maintain record for all investments and investment income.
- Reconcile the custodian's monthly report of investments held with Treasury records.
- Arrange for collateral contracts as required.
- Implementation of changes as mandated by the Dodd-Frank Act.

PROGRAM ACTIVITIES (continued):

Reporting and Oversight

- Develop and present to the City Council monthly reports of investment activities.
- In a timely manner, disclose to the City Council any information that could potentially threaten the safety and liquidity of the investment pool.
- Develop and present to the City Council annual reports summarizing and analyzing the financial markets and the portfolio performance for the past fiscal year. Compare the past fiscal year with the four preceding fiscal years to provide perspective.
- Develop investment data for the city's Comprehensive Annual Financial Report.
- Develop investment data for the city's annual financial audit conducted by an independent auditor.
- Develop agenda, convene, conduct, and record proceedings of the Investment Review Committee each quarter, or more frequently as needed.
- Meet frequently with Council and Leadership team to coordinate monetary policy with financial goals.

WORKLOAD STATISTICS:

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Portfolio Balance (millions of \$)	\$570	\$574	\$601	\$628	\$642	\$663

Investment Activity						
Transactions	381	454	445	531	310*	248**
Average Buy (millions)	\$2.21	\$2.29	\$1.98	\$2.84	\$2.5*	\$2.85**

*Transactions decrease due to fewer calls. Average buy decrease due to CD purchases at \$249,000 maximum.

** Transactions decrease due to fewer calls. Average buy increase due to fewer CD purchases in FY13-14.

KEY GOALS FOR 2013-14:

Financial Health

- Anticipate and meet the changing investment needs of the city in order to optimize investment returns, consistent with maintaining safety of principal, and ensuring sufficient liquidity.

Learning, Culture & Arts

- Offer speaking engagements on city cash management and investments.
- Further develop the Treasury page of the city's website, informing the community of the mission of the Office of the Treasury, the city's Investment Policy, and investment activities. Use the website as a forum to receive and respond to community comments and questions.

SIGNIFICANT CHANGES:

None

PROGRAM: CITY MANAGER
 FUND: GENERAL
 PROGRAM GROUP: CITY MANAGER

ACCT NO. 0011010

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$1,196,368	\$1,398,185	\$1,062,507	\$1,368,182
MAINTENANCE & OPERATIONS	245,926	330,272	326,144	506,386
CAPITAL OUTLAY	0	9,054	0	0
GRAND TOTAL	\$1,442,294	\$1,737,511	\$1,388,651	\$1,874,568
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The City Manager is "the administrative head of the government of the city" and reports directly to the City Council. He is responsible for the efficient administration of all the affairs of the city including the hiring of department directors and subordinate officers and employees through the department directors, preparing the annual budget and ensuring the effective implementation of the City Council's policies and goals. The City Manager advises the City Council on strategic direction and on responding to changing community needs. Most importantly, the City Manager provides overall organizational leadership to ensure the effective daily delivery of services, projects and programs in response to the City Council's direction.

PROGRAM ACTIVITIES:

Financial

- Promote sound financial practices and a balanced revenue expenditure base.

Administration

- Provide timely and reasonable responses to citizens and customers.

Policy Development

- Assist the City Council in policy development that leads to the achievement of the community's vision.

STRATEGIC FOCUS AREAS AND KEY GOALS:

The following are the Strategic Focus Areas and Key Goals identified by the City Council:

Create quality jobs in a new economy

- Business retention
- Talent attraction
- Education hub
- Partnerships

Sustainable organization

- Apply City mission, vision and values to organizational goals
- Best value services
- Pay for performance
- Customer relationship management
- Technology strategy

Balancing land use policies with a changing community

- General plan update
- Development standards
- Proposed power plant
- Plaza Camino Real redevelopment

PROGRAM: CITY MANAGER
FUND: GENERAL
PROGRAM GROUP: CITY MANAGER

PAGE TWO

ACCT NO. 0011010

STRATEGIC FOCUS AREAS AND KEY GOALS (continued):

Changing parks and recreation needs

- Community Parks assessments and feasibility studies
- Alga Norte Community Park
- Lake Calavera Master Plan implementation
- Trails Master Plan
- Open space acquisition
- Carlsbad Coastal Corridor

Complete streets

- State Street roundabout
- Chestnut pedestrian crossing
- Update policies and standards

PERFORMANCE MEASURES:

The City Manager's Office is measured by the overall success of the organization in accomplishing the organizational priorities of the city.

SIGNIFICANT CHANGES:

A new city manager has been hired. The department has been reorganized to bring the City Clerk's Office under the City Manager. The Assistant City Manager position is now overseeing major cross-departmental projects such as the Carlsbad Coastal Corridor, the power plant project, Lot 9 negotiations and the rail double tracking throughout Carlsbad. A second Assistant City Manager serves as the chief operations officer for the city.

PROGRAM: COMMUNITY OUTREACH AND ENGAGEMENT
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: CITYWIDE /PARKS & RECREATION/
LIBRARY & CULTURAL ARTS
LOCAL CABLE INFRASTRUCTURE FUND

ACCT No. 0011012/
0011013/0011014/1381010

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$333,669	\$362,560	\$362,845	\$775,174
MAINTENANCE & OPERATIONS	483,259	540,624	602,850	641,533
CAPITAL OUTLAY	31,035	57,126	88,228	388,688
GRAND TOTAL	\$847,963	\$960,310	\$1,053,923	\$1,805,395
FULL TIME POSITIONS	2.75	2.75	2.75	4.75
HOURLY/FTE POSITIONS	0.00	0.00	0.00	3.39
GENERAL FUND	\$638,541	\$698,799	\$697,185	\$1,283,257
SPECIAL REVENUE	209,422	261,511	356,738	522,138
TOTAL FUNDING	\$847,963	\$960,310	\$1,053,923	\$1,805,395

PROGRAM GROUP DESCRIPTION:

The goal of the city's community outreach and engagement program is to ensure mutually beneficial, two-way communication with internal and external audiences about city issues and services, leading to a more responsive government and a high level of public confidence. This program is carried out by communicating about issues related to the core values of the community's vision for their city; developing meaningful public involvement programs for city issues that engage the community in city decision making; increasing government transparency and service by providing timely, accurate and easy to understand information about city programs and services; promoting participation in library, cultural arts, parks and recreation programs and services; helping city staff be aware of and understand city issues; and providing ongoing communication skills training for city staff.

PROGRAM ACTIVITIES:

Significant work programs include:

- **Informational materials:** Develop fact sheets, flyers, newsletters, Q&A documents and other written communication pieces that further understanding of city issues, news, services and events.
- **Online communication:** Manage the city's website, social media presence, email communication and other interactive communication technologies.
- **Video production:** Produce informative video productions about city issues, news, services and events.
- **Cable channel:** Enable the community to watch City Council meetings and find out about city issues, news, services and events on a 24/7 channel stream.
- **Community outreach and involvement:** Create partnerships with community organizations and develop programs that enhance public involvement in city government decision making.
- **Media relations:** Provide accurate, timely information to the media.
- **Advertising:** On a limited basis, purchase advertising to reach the city's audiences with information about city issues, news, services and events.
- **Training:** Provide communication skills training to city staff.
- **Internal communication:** Provide easy access, through a variety of channels, to information of interest to and affecting city employees.
- **Emergency communication:** Maintain a trained team of city staff and updated action plan to ensure the community has access to important information during an emergency.

KEY ACHIEVEMENTS FOR 2013-14:

- Achieved a 90 percent satisfaction level with city-resident communication, with almost half (49 percent) "very" satisfied.
- Built the city's Facebook page to become the second largest city site in the state of California, expanding opportunities for community engagement with the city.
- Produced more than 200 news releases, columns and articles and 24 videos promoting city services, programs and issues.

KEY GOALS FOR 2014-15:

The city will continue to make communication a priority in FY 2014-15. Promoting government transparency, raising awareness of city programs and services, encouraging public involvement, and making it easier for residents and businesses to get the information they need about city processes and services are all goals for this year.

To adapt to trends in public behavior and technology, the city is continuing to update its communication methods to provide more information online, through its website and social media sites, in addition to traditional communication channels.

This year's budget also includes a significant capital investment in the City Council chamber, including updated technology that will improve the experience for those attending Council meetings in person and those watching on the city cable channel and online.

SIGNIFICANT CHANGES:

The city recently consolidated its communication services and budgets into one centralized function housed in the City Manager's Office. Previously, the Parks & Recreation Department and Library & Cultural Arts Department each had its own, separate communication office and budget. By consolidating these services the city expects to achieve greater efficiency and consistency in how it communicates with the public while improving operational flexibility.

Personnel changes due to the consolidation of communication services:

- Increase of .50 part-time employees.
- Transfer of 1.0 full-time and 1.5 part-time employees from the Parks & Recreation Department to Community Outreach and Engagement.
- Transfer of 1.0 full-time and 1.39 part-time employees Engagement from the Library & Cultural Arts Department to Community Outreach and Engagement.

PROGRAM: CITY ATTORNEY
FUND: GENERAL
PROGRAM GROUP: CITY ATTORNEY

ACCT NO. 0011210

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$1,131,769	\$1,123,934	\$1,163,893	\$1,219,747
MAINTENANCE & OPERATIONS	158,170	162,103	152,913	153,412
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,289,939	\$1,286,037	\$1,316,806	\$1,373,159
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	0.00	0.00	0.50	0.50

PROGRAM GROUP DESCRIPTION:

Provide legal advice, assistance, and guidance in accomplishing and implementing the City Council's strategic goals.

PROGRAM ACTIVITIES:

The City Attorney's Office provides legal advice and representation to the City Council, Community Development Commission, Carlsbad Municipal Water District, City Clerk, City Treasurer, City Manager, Boards and Commissions, and other City offices in order to provide services to the public as required or permitted by law. The City Attorney is also responsible for assisting in the interpretation, administration, and enforcement of laws and regulations and City programs.

This office drafts and reviews all resolutions, ordinances, contracts, bonds, election petitions, and other legal documents. The office is responsible for all litigation on behalf of or against the City, Carlsbad Municipal Water District, Redevelopment Commission, or other city entities. The office is handling more litigation in-house in order to reduce outside attorney's costs.

KEY GOALS FOR 2014-15:

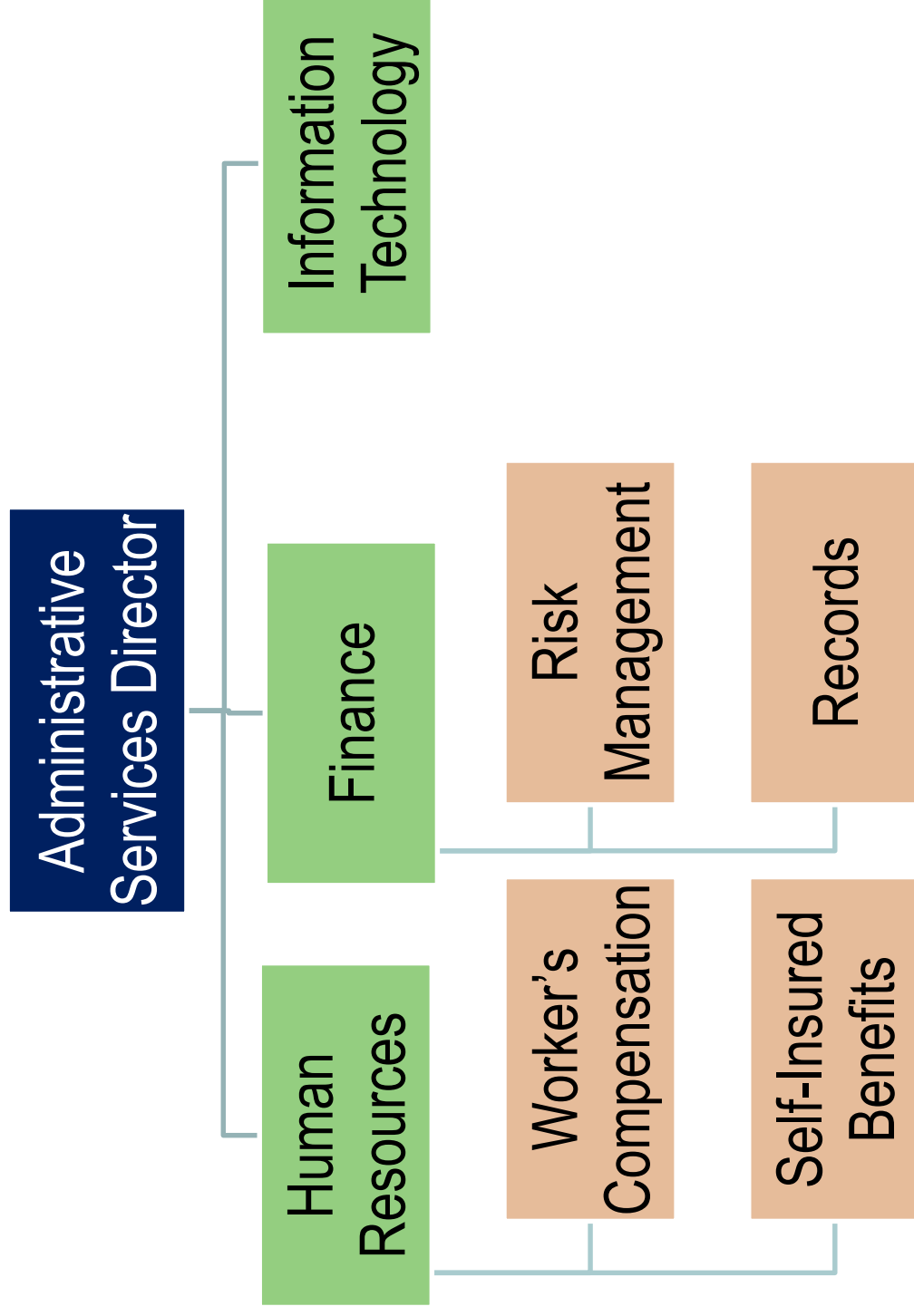
To provide quality and timely legal advice to all elected and appointed city officials and all major service areas, assisting them in making sound legal decisions to carry out the goals of the City Council.

SIGNIFICANT CHANGES:

None

Administrative Services

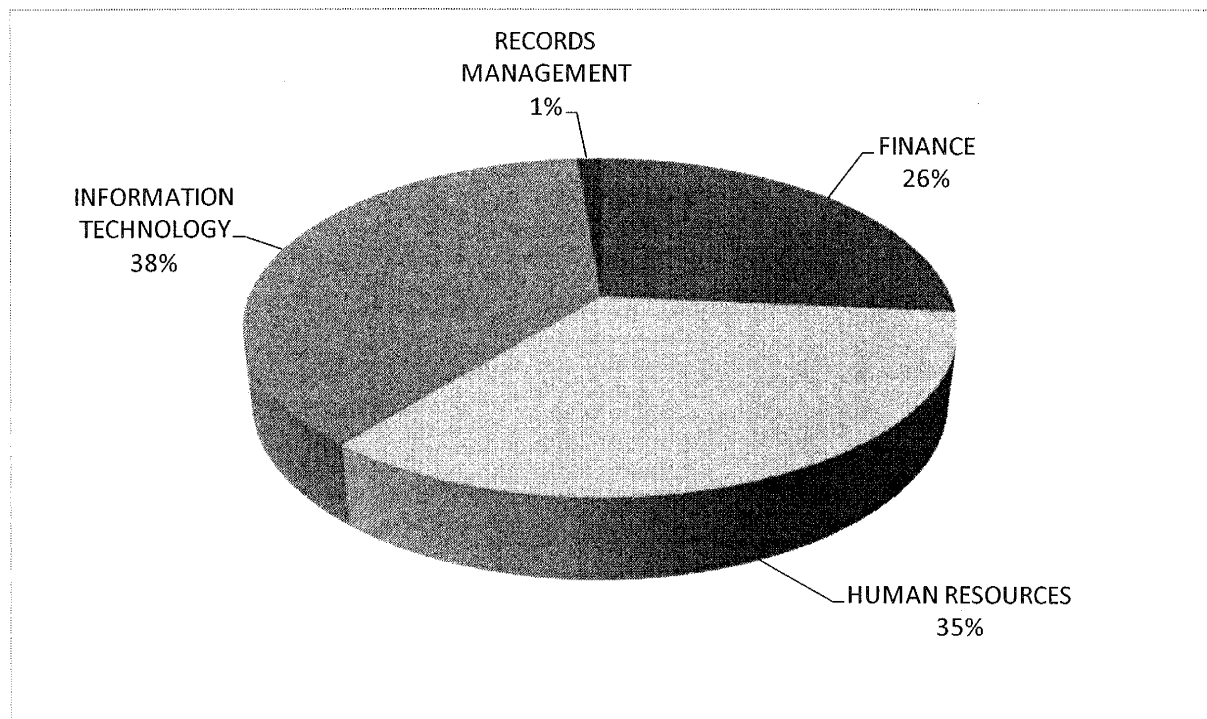
Org Chart by Function



PROGRAM: ADMINISTRATIVE SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$8,078,043	\$10,180,604	\$8,884,384	\$9,508,463
MAINTENANCE & OPERATIONS	9,464,943	11,773,328	10,023,425	13,110,339
CAPITAL OUTLAY	401,283	467,054	1,856,542	1,926,840
GRAND TOTAL	\$17,944,269	\$22,420,986	\$20,764,351	\$24,545,642
FULL TIME POSITIONS	68.25	68.00	68.00	67.00
HOURLY/FTE POSITIONS	4.00	3.25	3.75	2.50

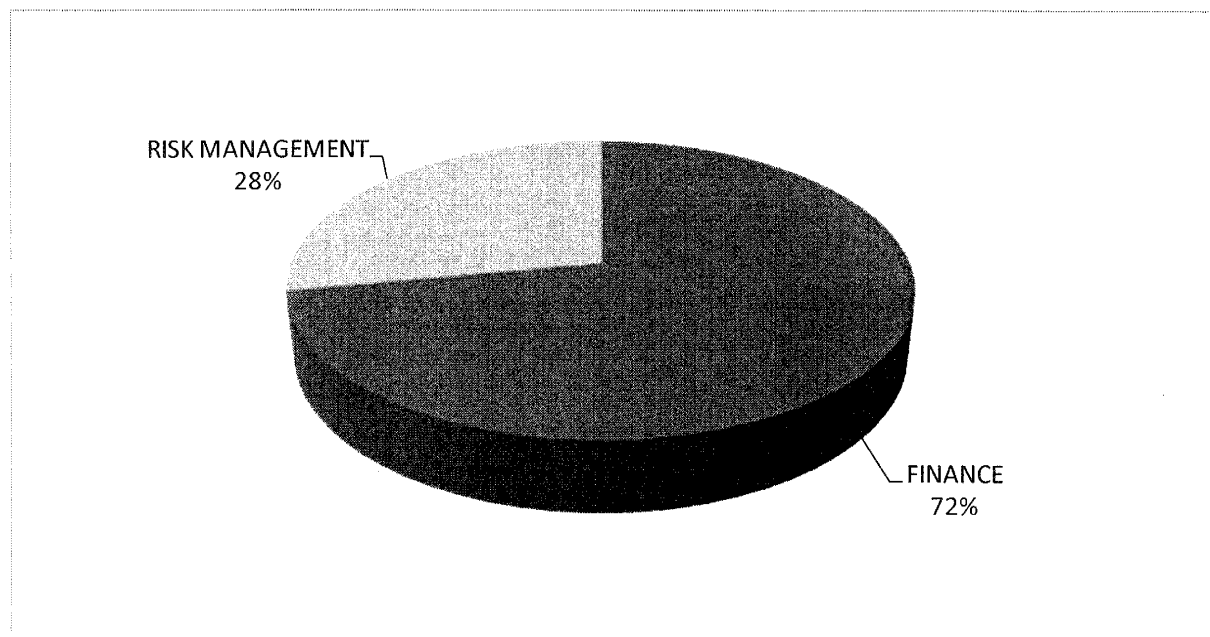


PROGRAM:
FUND:
PROGRAM GROUP:

FINANCE
VARIOUS
FINANCE

SUMMARY

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$3,108,375	\$3,024,142	\$3,315,631	\$3,402,939
MAINTENANCE & OPERATIONS	2,424,618	2,943,683	2,862,281	3,074,487
CAPITAL OUTLAY	10,724	1,294	0	0
GRAND TOTAL	\$5,543,717	\$5,969,119	\$6,177,912	\$6,477,426
FULL TIME POSITIONS	30.50	30.50	31.50	31.50
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00



PROGRAM: FINANCE
FUND: GENERAL/ENTERPRISE
PROGRAM GROUP: FINANCE

ACCT NO. 0011310

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$2,914,311	\$2,871,866	\$3,133,861	\$3,215,571
MAINTENANCE & OPERATIONS	1,262,930	1,224,184	1,342,124	1,452,607
CAPITAL OUTLAY	10,724	1,294	0	0
GRAND TOTAL	\$4,187,965	\$4,097,344	\$4,475,985	\$4,668,178
FULL TIME POSITIONS	29.00	29.00	30.00	30.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00
GENERAL FUND	\$3,395,659	\$3,248,400	\$3,591,465	\$3,747,584
WATER ENTERPRISE	514,998	551,813	574,938	598,386
STORM WATER	19,808	21,224	22,113	23,015
SOLID WASTE	19,808	21,224	22,113	23,015
WASTEWATER ENTERPRISE	237,692	254,683	265,356	276,178
TOTAL FUNDING	\$4,187,965	\$4,097,344	\$4,475,985	\$4,668,178

MISSION STATEMENT:

Our mission is to ensure that the City of Carlsbad makes sound financial decisions by setting and implementing a strategic financial direction. We take pride in accomplishing this mission by maintaining individual and departmental credibility; working together as a team; and consistently striving to go above and beyond expectations.

WORK PROGRAM:

The Finance Department's work program includes the program activities below. The total FY 2014-15 budget is allocated to the General Fund and the Water, Storm Water, Solid Waste and Wastewater Enterprise funds as shown in the table above. The allocation of these costs to the Enterprise funds is for the utility billing function performed by Finance.

PROGRAM ACTIVITIES:

Long-Range Financial Planning and Budget Management

- Prepare ten-year operating forecasts incorporating various "what-if" scenarios to facilitate decision-making for the City Council and city departments.
- Prepare and monitor annual capital and operating budgets to allocate resources in a cost-effective manner in alignment with the City Council's goals.
- Perform bi-annual review of all city fees and cost allocation plan.

General Accounting and Reporting

- Accurately bill, collect, record, and report all city revenues including follow-up of delinquent accounts.
- Prepare payments for city employees and for service and commodity suppliers.
- Prepare and maintain finance records and documents in conformity with generally accepted accounting principles and applicable legal and contractual provisions.
- Prepare Comprehensive Annual Financial Report in conformity with generally accepted accounting principles.
- Provide the City Council, city management and the public with timely monthly financial reports.
- Perform in-house internal control reviews as needed.
- Perform external vendor audits as needed.
- Provide staff support for the Successor Agency to the former Redevelopment Agency.
- Perform analysis on special projects as needed.

PROGRAM: FINANCE
 FUND: GENERAL/ENTERPRISE
 PROGRAM GROUP: FINANCE

PAGE TWO

ACCT NO. 0011310

PROGRAM ACTIVITIES (continued):

Assessment District/Community Facilities District (CFD)/Special Benefit District Administration

- Assist in evaluation and formation of new districts and annexations into existing districts.
- Issue bonds for capital projects when required. Pay debt service and provide continuing disclosure information.
- Provide administration of CFDs, assessment districts and special benefit districts as required by formation documents and state law.
- Evaluate debt refunding opportunities.

Purchasing

- Issue and manage formal bid and quotation processes.
- Track and renew annual commodity and service contracts and joint agency contracts.
- Assist city departments in the creation and administration of contracts.
- Administer citywide procurement card program.

Receiving, Messenger, and Mail Services

- Act as shipping and receiving for the Faraday Administration Center.
- Direct disposal of surplus and lost/unclaimed property.
- Collect outgoing city mail and apply postage.
- Sort and distribute all incoming city mail.

General Accounting and Reporting

- Provide full bi-weekly payroll functions. Maintain payroll records and documents in conformity with state and federal laws and generally accepted accounting principles.

WORKLOAD AND PERFORMANCE INDICATORS:

	FY 2011	FY 2012	FY 2013
• Average number of days to issue Monthly Financial Status Report	10.6	11.5	12.2
• Awards received for CAFR	GFOA	GFOA	Pending
• Awards received for Annual Budget	GFOA & CSMFO Excellence in Operational Budgeting	GFOA & CSMFO Excellence in Operational Budgeting	GFOA & CSMFO Excellence in Operational Budgeting
• Number of business licenses processed	9,539	9,303	9,422
• Number of account payable checks processed	14,279	13,800	13,798
• Number of payroll checks issued	2,357	110	0
• Number of electronic payroll checks issued	23,513	24,171	24,621
• Outstanding debt issues administered	\$141 million	\$136 million	\$121 million
• Number of purchase orders issued	1,184	1,347	1,314
• Dollar amount of purchase orders issued	\$29 million	\$56 million	\$28 million
• Pieces of mail processed	138,672	126,388	143,514

KEY ACHIEVEMENTS FOR 2013-14:

- Continued to maintain a balanced budget through the recovering economy, without using city reserves.
- Closely monitored the economy and provided frequent updates to the City Council on the city's Ten-Year Financial Forecast to ensure the General Fund remained in balance throughout the year and into the future.
- Completed the upgrade of the city's financial information system.
- Implemented an electronic funds transfer (EFT) program for the city's vendors.
- Assisted with the implementation of internal controls, procedures and policies with the new Alga Norte Community Park and Swim Complex operations.
- Completed internal audits/reviews of accounts payable, citywide gas card usage and controls, fleet replacement operations, police buy fund and citywide cash audits.
- Continued development of the Best Value Services Program for the city, designed to ensure that the city is providing high quality services at the lowest cost to taxpayers.
- Worked with the Human Resources Department to implement a new pay for performance system including the training of employees and Human Capital Management System (HCMS) modifications.
- Implemented HCMS enhancements to provide electronic Employee Performance Management, TeleStaff Scheduling for Police and on-line benefits Open Enrollment.

KEY GOALS FOR 2014-15:

- Continue to monitor the economy and its impact to the Ten-Year Financial Forecast to ensure the General Fund remains in balance.
- Update the city's Cost Allocation Plan and Fee Study.
- Continue to audit internal operations of the city, as well as external vendors/customers as appropriate.
- Continue the implementation of additional phases of the HCMS.
- Continue to develop policies and procedures for the operation of Alga Norte Community Park and Aquatics Center, as well as citywide recreational programs.
- Establish a citywide fraud hotline system.
- Initiate an audit of the HCMS focusing on proper internal controls and payroll accuracy.
- Prepare a list of projects that will individually exceed the Proposition H \$1 million cap and submit the list to voters in the November 2014 election.
- Update and document various financial policies.
- Continue to perform various transient occupancy tax (TOT) audits.
- Develop a strategic plan for future enhancements to the city's financial information system.
- Explore financing alternatives for College Blvd., Reach A.
- Assist the San Diego County Water Authority with cost allocations associated with the new desalination facility.
- Continue the implementation of the city's Best Value Services Program ensuring that the city is providing high quality services at the lowest cost to taxpayers.
- Implement a new business license/permitting software system.
- Design and implement a new Enterprise Content Management (ECM) system to include workflows for contract and agenda bill processing, as well as an e-signature policy.

SIGNIFICANT CHANGES:

- Downgraded a CMWD Accountant Position to an Account Clerk II Position.

PROGRAM: RISK MANAGEMENT
FUND: GENERAL LIABILITY SELF-INSURANCE
PROGRAM GROUP: RISK MANAGEMENT

ACCT NO. 6121930

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$194,064	\$152,276	\$181,770	\$187,368
MAINTENANCE & OPERATIONS	1,161,688	1,719,499	1,520,157	1,621,880
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,355,752	\$1,871,775	\$1,701,927	\$1,809,248
FULL TIME POSITIONS	1.50	1.50	1.50	1.50
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

Risk Management administers the funding of the self-insured and insured portions of the program; manages the administration of property and general liability claims; works in conjunction with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters; provides recommendations and other assistance to various departments to recover losses and minimize the risk of future losses; and coordinates the ongoing efforts of the city to comply with Title II of the ADA and investigates complaints of violation of Title II.

PROGRAM ACTIVITIES:

Litigation Management

- The fund is used for settlements, costs, and defense expenses incurred as the result of general liability claims against the city and for related administration and insurance expenses. Risk Management works with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters in the areas of property, casualty, and general liability.

Insurance/Self-Insurance

- Directs the marketing, renewal, planning, and funding of the insured and self-funded portions of the program. Administers the general liability self-insurance funds.

Claims Management

- Directs and administers the claims management program for property, and general liability.

Loss Prevention/Training

- Provides recommendations and other assistance to various city departments to recover losses and minimize the risk of future losses.

KEY ACHIEVEMENTS FOR 2013-2014

Top-Quality Services

- Increased our liability limits from 10 million to 15 million to better protect the city from large exposure losses.
- Oversaw completion of a comprehensive safety audit and met with all department managers to go over results. This will ensure a safer workplace and fewer worker injuries.
- More aggressive follow-up on subrogation matters resulting in higher monetary recoveries.

PROGRAM: RISK MANAGEMENT
FUND: GENERAL/ENTERPRISE
PROGRAM GROUP: RISK MANAGEMENT

PAGE TWO

ACCT NO. 6121930

KEY GOALS FOR 2014-2015

Top-Quality Services

- Continue work with the Public Works Department to ensure all departments are in compliance with recent safety audit.
- Increased coordination with the Human Resources Department on workers' compensation oversight.
- Analyze alternatives to current private insurance market on liability coverage.

SIGNIFICANT CHANGES:

None

PROGRAM: RECORDS MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: RECORDS MANAGEMENT

ACCT NO. 0011610

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$560,019	\$463,607	\$472,601	\$189,479
MAINTENANCE & OPERATIONS	127,950	186,940	329,625	112,863
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$687,969	\$650,547	\$802,226	\$302,342
FULL TIME POSITIONS	6.25	6.00	5.00	2.00
HOURLY/FTE POSITIONS	0.50	0.50	1.00	0.50

PROGRAM DESCRIPTION:

The Records Management Department is responsible for developing and implementing citywide records management and document management programs, and is tasked with maintaining city records in an identifiable and accessible manner to fulfill public, legal, and historical requirements for preservation and storage of information.

PROGRAM ACTIVITIES:

Records Management

- Manage the citywide Records Management Program and Document Management System (DMS).
- Maintain city records in an identifiable and accessible manner in fulfillment of public, legal, and historical requirements for preserving and storing information.

Administrative Support Activities

- Assist the public and city staff by providing information such as minutes, agendas, ordinances, resolutions, deeds, and other critical documents.

KEY ACHIEVEMENTS FOR 2013-14:

- Continued implementation of the DMS Master Plan roles and responsibilities.
- Continued to revise the Records Retention Schedule to align with the changes in the city organization.
- Digitized archival paper legislative records for placement in the DMS.
- Initiated the selection of an Enterprise Content Management System to replace the current Document Management System.
- Revised the Records Management Program audit process to ensure program compliance.

KEY GOALS FOR 2014-15:

Top Quality Services

- Implement new Enterprise Content Management System.
- Continue to educate key personnel on the use of the Records Management Program, DMS, electronic records, Public Records Act, and subpoena processing.
- Continue to provide resource information to the organization via the intranet and to the public via the internet.
- Continue to prepare Records Emergency Action Plan for responding to disasters.
- Conduct records audits throughout the organization to ensure compliance with the Records Management Program.

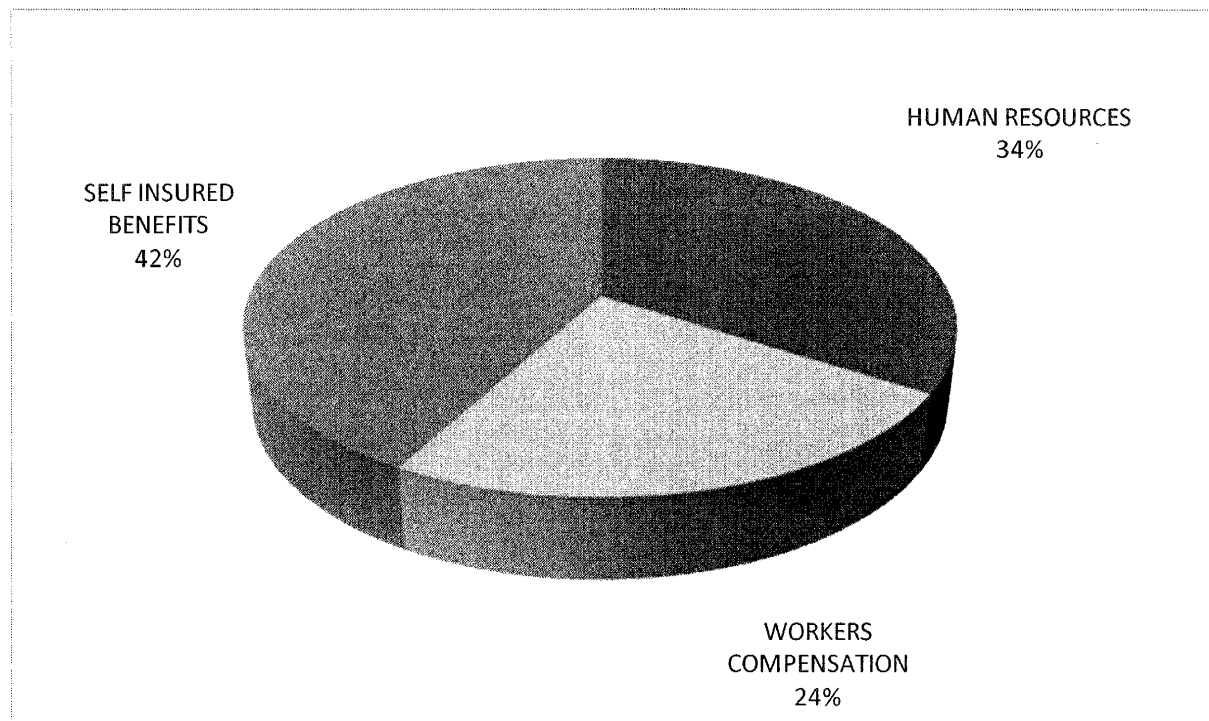
SIGNIFICANT CHANGES:

3.0 full-time and 0.5 part-time employees were moved from Records in Administrative Services to the City Clerk's Office.

PROGRAM: HUMAN RESOURCES
FUND: VARIOUS
PROGRAM GROUP: HUMAN RESOURCES

SUMMARY

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$1,302,363	\$3,804,864	\$1,995,522	\$2,101,184
MAINTENANCE & OPERATIONS	4,111,922	5,855,230	3,700,284	6,356,125
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$5,414,285	\$9,660,094	\$5,695,806	\$8,457,309
FULL TIME POSITIONS	9.00	9.00	9.00	11.00
HOURLY/FTE POSITIONS	1.50	0.75	0.75	0.00



PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES

ACCT NO. 0011510 THRU 0011560

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$1,107,812	\$1,105,116	\$1,107,806	\$1,266,150
MAINTENANCE & OPERATIONS	1,177,379	1,187,899	1,291,822	1,610,079
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,285,191	\$2,293,015	\$2,399,628	\$2,876,229
FULL TIME POSITIONS	8.15	8.15	8.15	10.00
HOURLY/FTE POSITIONS	1.50	0.75	0.75	0.00

MISSION STATEMENT:

People are our priority...We take care of the people who take care of Carlsbad.

PROGRAM ACTIVITIES:

Employment & Workforce Planning:

- Proactively manage city staffing in alignment with city financial goals.
- Partner with departments in organization design/redesign efforts to facilitate efficiency initiatives.
- Proactively plan and schedule recruitment efforts for anticipated key vacancies.
- Recruit and select exceptional employees.
- Onboard employees.

-++

Employee Development:

- Provide employee development opportunities for city staff.
- Identify skill gaps in the workforce and conduct targeted training.
- Provide leadership development programs including coaching, assessment tools, and educational resources.

Benefits and Workers' Compensation:

- Administer employee benefits programs.
- Develop and implement comprehensive leave policy.
- Implement changes due to Affordable Care Act.
- Monitor claims of occupational injury and illness.

Classification and Compensation:

- Perform classification studies.
- Conduct salary surveys to ensure city employee compensation is aligned with the local labor market.

Labor & Employee Relations

- Performance Management
- Discipline
- Investigations
- Negotiations

Human Capital Management System (HCMS)

- Maintain employee databases and employment related computer applications – drives benefits, performance management, leave administration, training tracking, and payroll processes.

PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES

PAGE TWO

ACCT NO. 0011510 THRU 0011560

WORKLOAD STATISTICS:

Measures for Recruitment(*)	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14 *
Number of applicants processed	5260	2416	1998	10904	9527
Number of recruitments processed	44	31	35	93	117
Number of new hires	27	34	16	32	42
Number of promotions/transfers	34	5	6	11	40

(*) as of 4/30/14

KEY ACHIEVEMENTS FOR 2013-14:

- Completed training needs assessment.
- Performance Management (Pay for performance) program design.
- Implementation of new Performance Management system, including software application roll out.
- Training in preparation for Performance Management implementation.
- Labor contracts with 4 bargaining units (CPMA, Police, Fire, CCEA).
- Implementation of department reorganization with emphasis on functional responsibilities.

KEY GOALS FOR 2014-15:

- Pay for Performance – Implement and automate the pay for performance compensation system for CCEA represented, Management & Police Management employees.
- Citywide Learning and Development Plan – Evaluate and implement training and employee development offerings to support the vision of becoming a world class city.
- Labor Negotiations with CPOA and CCEA.
- Online Open Enrollment – Automated system for health and welfare benefits.
- Leave Policy – Standardized policy regarding employee leaves of absence.

SIGNIFICANT CHANGES:

- Restructured Human Resources Department with an emphasis on functional responsibilities
Personnel changes include:
 - Addition of 1.0 full-time Management Analyst.
 - Addition of 1.0 full-time Secretary.
 - Elimination of 0.75 part-time employee.
 - Reclassification of an Administrative Secretary to a Training Coordinator.
- Significant increase in recruitment activity.

PROGRAM: WORKERS' COMPENSATION
 FUND: SELF INSURANCE
 PROGRAM GROUP: WORKERS' COMPENSATION

ACCT NO. 6111520

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$107,968	\$72,804	\$102,103	\$128,370
MAINTENANCE & OPERATIONS	2,128,566	3,889,342	1,672,678	1,898,096
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,236,534	\$3,962,146	\$1,774,781	\$2,026,466
FULL TIME POSITIONS	0.85	0.85	0.85	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

Workers' Compensation Claims and Administration

- This fund is utilized to provide payment for medical, indemnity, and defense expenses incurred as the result of occupational injuries and illnesses. It is also utilized to pay for related administrative and insurance expenses.

PERFORMANCE MEASURE:

<u>Worker's Compensation</u>	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>FY 12-13</u>
Average lost days per claim	5.5	11.5	21.9	17.6	20.3

KEY GOALS FOR 2013-14:

Top Quality Services

- Continue to improve systems to monitor lost days of work, share data with management, and make recommendations to reduce the number of days an employee is out of the workplace.

SIGNIFICANT CHANGES:

Reallocation of 0.15 full-time position from Human Resources to better reflect workload activity.

PROGRAM: SELF-INSURED BENEFITS
FUND: INTERNAL SERVICE
PROGRAM GROUP: SELF-INSURED BENEFITS

ACCT NO. 6131520

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$86,583	\$2,626,944	\$785,613	\$706,664
MAINTENANCE & OPERATIONS	805,977	777,989	735,784	2,847,950
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$892,560	\$3,404,933	\$1,521,397	\$3,554,614
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

This fund is used to pay dental and life insurance administration fees and premiums for all employees.

SIGNIFICANT CHANGES:

None

PROGRAM: INFORMATION TECHNOLOGY
FUND: INTERNAL SERVICE
PROGRAM GROUP: INFORMATION TECHNOLOGY

ACCT NO. 640XXXX/6411710

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$3,107,286	\$2,887,991	\$3,100,630	\$3,814,861
MAINTENANCE & OPERATIONS	2,800,453	2,787,475	3,131,235	3,566,864
CAPITAL OUTLAY	390,559	465,760	1,856,542	1,926,840
GRAND TOTAL	\$6,298,298	\$6,141,226	\$8,088,407	\$9,308,565
FULL TIME POSITIONS	22.50	22.50	22.50	22.50
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00

MISSION STATEMENT:

Connecting Carlsbad through information and technology services and partnerships.

PROGRAM ACTIVITIES:

Technology Maintenance & Operations Activities:

- Ensure all city computers and city telecommunication networks remain operational with minimum downtime.
- Guarantee availability and security of city network computer resources (staff and public).
- Provide support for all standard city applications.
- Ensure that the city receives the best value for technology goods and services.

Increase Capabilities: Technology Innovation and Implementation Activities:

- Meet the information needs of the users through deployment of effective technology to increase productivity, collaboration and communication.
- Enhance the city's Internet site for improved online access to information and services with residents, business and visitors.
- Improve viability and relevance of departmental information for analysis and decision making.

WORKLOAD STATISTICS:

IT Help Desk Services	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Total number of help desk tickets opened for the year	6,797	6534	5586	5977	5921
Average number of help desk tickets opened per month	566	544	465	490	493
Tickets by priority level					
Urgent	1.9%	2.0%	3.0%	2.4%	4.1%
High	41.2%	41.1%	39.0%	44.4%	72.9%
Medium	21.5%	21.7%	21.9%	18.3%	17.6%
Low	10.8%	9.8%	8.6%	10.8%	5.4%
Solved at time of call to help desk (regardless of priority)	24.5%	24.6%	27.5%	24.0%	52.0%

KEY ACHIEVEMENTS FOR 2013-14:

- Financial Systems Upgrade – The city's financial software was updated to be in compliance with support. This has started the process of removing the Unix operating system and Informix databases from our environment which will reduce ongoing maintenance costs.
- Activity Management - An easy-to-use, hosted web solution for Parks and Recreation, Library and Cultural Arts, and facility reservations, was implemented to improve our ability to serve our customers by leveraging technology, improve operational efficiencies, increase online use, reduce overall operational/client costs and interface with current Finance software.
- Developed story maps for the new city website, accessible by desktop or mobile devices, displaying locations of public art, city facilities, historic sites, city trails, and affordable housing.
- Replaced the failing enterprise backup systems
- Completed revitalization of Faraday and Dove Library tier-1 storage systems
- Added NetApp tier-2 storage for Faraday, Safety, Dove Library
- Completed internal IT Security Assessment
- Converted from zScalar to BlueCoat Web Security system
- Upgraded Patron Network BlueCoat Web Security system
- Replaced or upgraded all Windows XP systems to Windows 7
- Upgraded F5 Firewalls
- Conducted Voice over IP assessment
- Implemented Veeam and Veeam-One for VM server backups
- Implemented Privilege Management for workstations security
- Implemented new Enterprise SQL Cluster
- Renewed Microsoft EA with upgraded user licenses from E1/K1 to consistent E3

KEY GOALS FOR 2014-15:

- Website Redesign - The City's website is approximately 5 years old and is in need of a redesign. The redesign will improve navigation and incorporate social media, newsroom and mobile device capabilities.
- Develop web-based 'dashboard' status maps to monitor and manage city utility systems, providing Utilities Department management snapshots of system status, historical problem areas, work order status, and other metrics.
- Employee Performance Management System - A new pay for performance system will be implemented. The new system involves more documentation and review by all managers in the chain of command prior to the performance review meeting with the employee which will increase efficiency in the process used by supervisors city-wide to manage employee performance. It will provide immediate shared access to all performance management information and its history, sensitive information secured via chain of command security, ability for on-line routing and approvals (vs. inter-office paper distribution), automatic calculation of unique merit pay amounts per employee based on complex eligibility rules (vs. excel spreadsheets).
- Enterprise Content Management (ECM) - The purpose of this project is to move existing records management system to an enterprise system capable of workflow and eSignatures. Use ECM to realize a range of productivity goals including: Improved effectiveness and data; reduced operational costs via electronic management and delivery of information; and optimize the business processes of high volume information flowing through repetitive processes.
- Integrated Community Development System - Upgrade the existing 15 year old permit tracking & ancillary systems to a GIS-centric, cross-departmental, fully integrated e-gov land management suite providing seamless work flow routing; project tracking & reporting; and 24/7 public access including electronic applications.
- My Carlsbad - Will provide a knowledge base of information for complaint management as well as resident solutions, which may be mobile enabled. This improves how the resident interacts with the city and can potentially minimize call referrals and transfers increasing resident satisfaction. Phase one can remain a distributed response to requests and move to a more centralized version in the future
- Replace end-of-life IT assets
 - Blade server chassis at Faraday
 - Tier-1 storage at Safety
 - Workstations scheduled for replacement
 - Network equipment scheduled for replacement
- Migrate safety backups to Enterprise Backup System
- Implement Citywide Managed Print Services

KEY GOALS FOR 2014-15 (continued):

- Retire all end-of-life, no-longer-needed assets
 - Safety STORServer
 - HP/UX at Faraday and Dove Library
 - Informix database management systems at Faraday and Dove Library
 - End-of-life printers citywide (replaced with Managed Print Services)
 - Desktop, unmanaged printers citywide
- Implement Voice-Over-IP ("VOIP")
- Complete the implementation of Virtual Desktop
- Implement initial segment of citywide fiber network, connect Faraday and Safety
- Implement new service desk
- Implement ITIL Service Management (Change Control, Configuration Management, Service Management)
- Implement effective Endpoint Protection System (anti-virus, personal firewall, local drive encryption)
- Revitalize infrastructure operating environment
 - Either new Datacenter or move to Hosted Managed Services
- Implement IT infrastructure room security citywide (card+PIN and video)
- Implement Enterprise Media Asset Management for both surveillance video and PR/Council video production assets
- Upgrade 24 conference rooms.
- Implement video teleconferencing between Safety, Faraday, City Hall
- Upgrade City Council chamber television, video, voting, lighting systems

SIGNIFICANT CHANGES:

The Information Technology Department reorganized to include two new divisions: project management and business intelligence. This reorganization resulted in a reclassification of staff to include the following titles:

Project Management:

- Project Portfolio Manager
- IT Project Manager

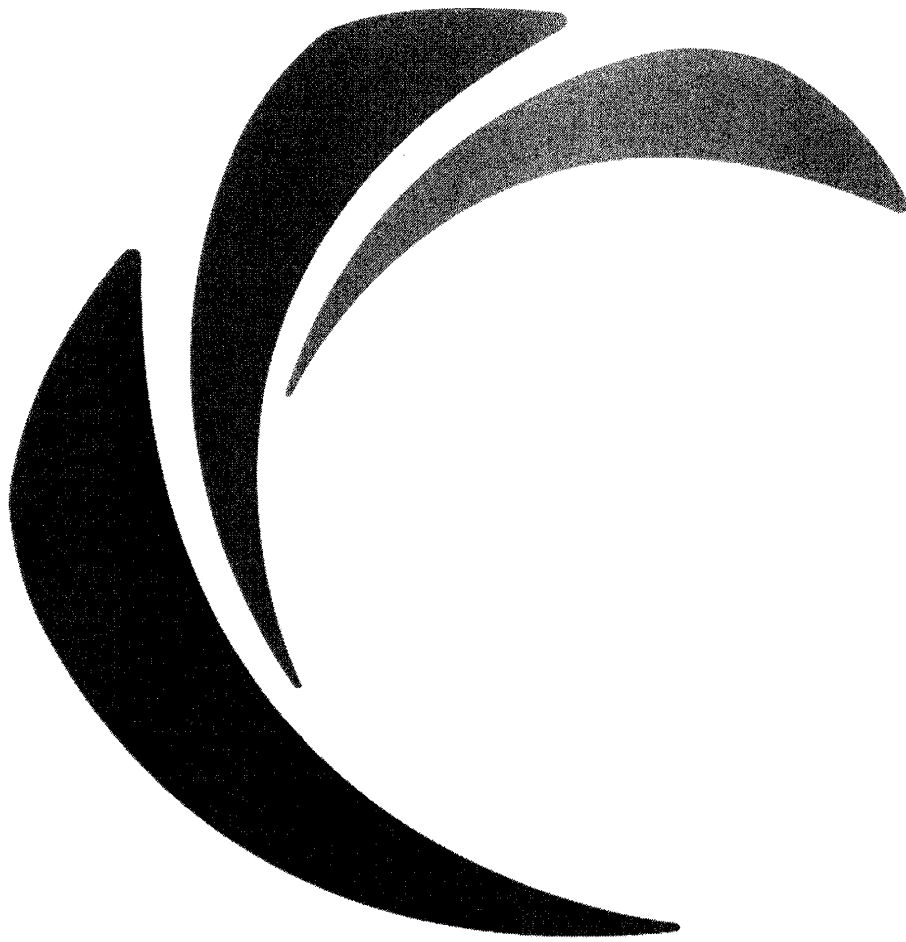
Business Intelligence

- Business Intelligence Architect
- Business Intelligence Analyst

PROGRAM: MISCELLANEOUS NON-DEPARTMENTAL
 FUND: GENERAL
 PROGRAM GROUP: NON-DEPARTMENTAL

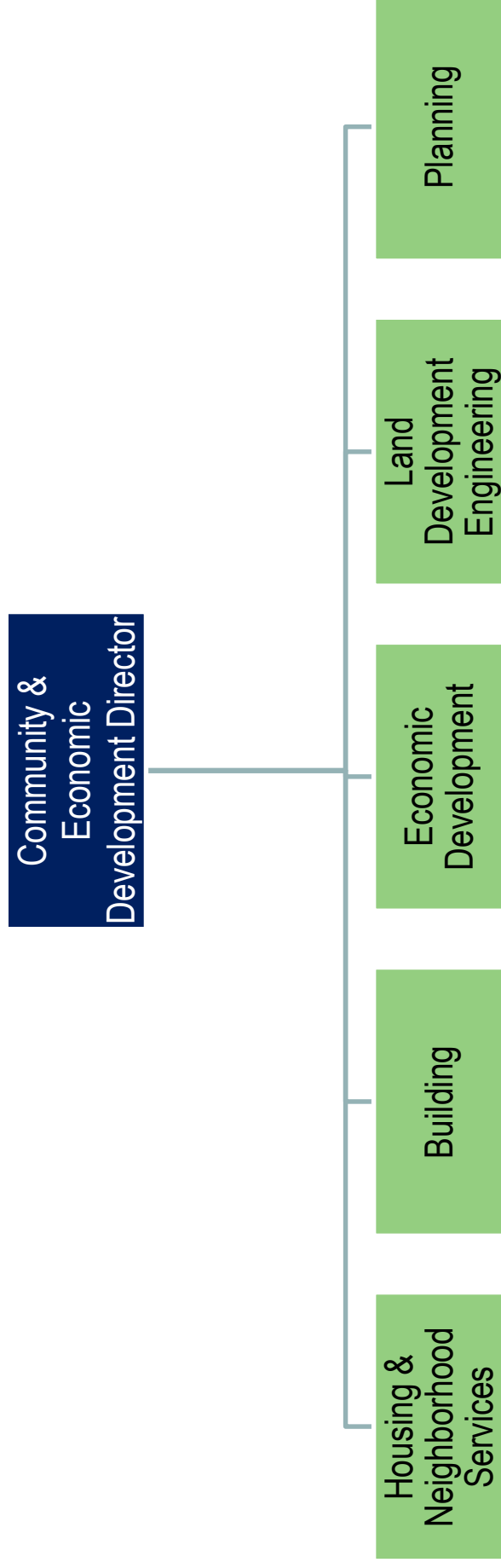
ACCT NO. 001-VARIOUS

GENERAL FUND	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ADOPTED BUDGET	2014-15 ADOPTED BUDGET
Miscellaneous Non-Departmental Expenditures				
Legal Services	60,656	28,618	80,000	80,000
Community Contributions	187,316	135,057	0	0
Other Personnel	57,904	63,719	175,000	904,632
Professional Services	166,892	392,391	475,000	185,000
Property Tax and Other Administration	735,656	585,854	650,000	622,000
Dues and Subscriptions	54,481	51,492	60,000	55,000
Innovation Fund	367,818	270,515	0	0
Total Miscellaneous Non-Departmental Expenditures	1,630,723	1,527,646	1,440,000	1,846,632
Transfers				
Infrastructure Replacement Fund	7,382,000	7,547,000	7,800,000	8,302,000
Transfer to Self Insured Benefits - PERS Setaside	1,400,000	1,800,000	2,000,000	0
Transfer to Golf Course: Debt Service	1,644,592	251,072	998,549	1,031,240
Transfer to LLD #1 (Medians & Trees)	473,000	527,746	545,000	539,000
Transfer to Storm Water Program	165,497	245,931	253,000	251,962
Miscellaneous Transfers Out	1,629,806	658,561	2,197,800	0
Total General Fund Transfers	12,694,895	11,030,310	13,794,349	10,124,202
Council Contingencies				
Contingencies (Adopted budget)	0	0	1,500,000	1,500,000
TOTAL GENERAL FUND NON-DEPARTMENTAL	\$14,325,618	\$12,557,956	\$16,734,349	\$13,470,834



Community & Economic Development

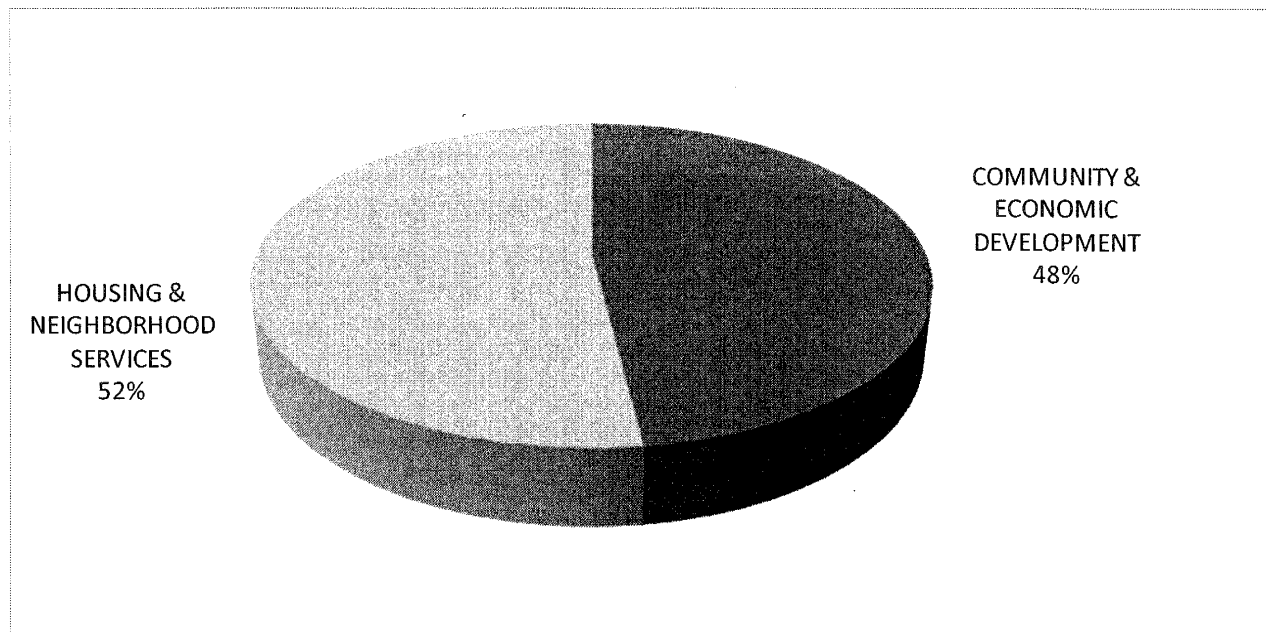
Org Chart by Function



PROGRAM: COMMUNITY DEVELOPMENT
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

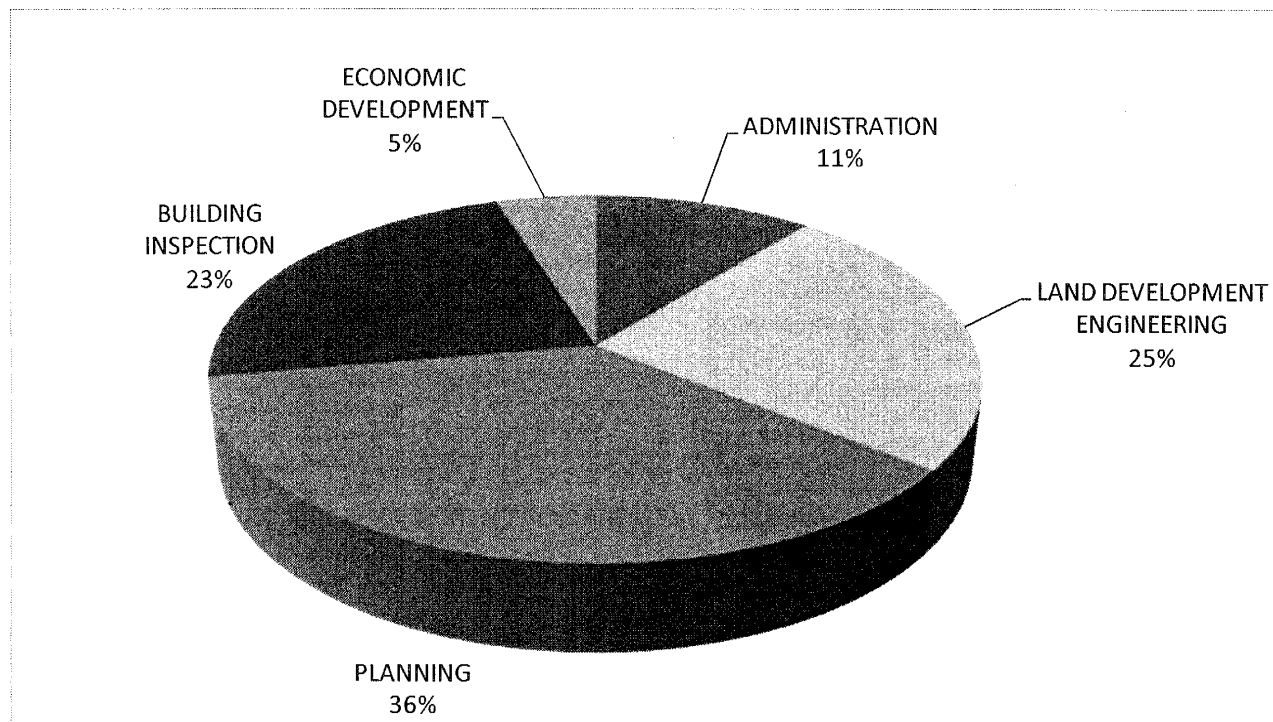
	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$6,884,996	\$6,330,923	\$6,478,347	\$6,932,661
MAINTENANCE & OPERATIONS	10,701,008	14,605,191	9,279,023	10,158,740
CAPITAL OUTLAY	145,901	19,555	0	0
GRAND TOTAL	\$17,731,905	\$20,955,669	\$15,757,370	\$17,091,401
FULL TIME POSITIONS	63.00	57.00	54.00	56.00
HOURLY/FTE POSITIONS	3.64	2.64	2.64	3.34



PROGRAM: COMMUNITY & ECONOMIC DEVELOPMENT
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$5,598,002	\$5,234,235	\$5,353,207	\$5,608,465
MAINTENANCE & OPERATIONS	1,583,964	1,727,686	1,489,521	2,551,266
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$7,181,966	\$6,961,921	\$6,842,728	\$8,159,731
FULL TIME POSITIONS	50.05	47.00	44.00	44.00
HOURLY/FTE POSITIONS	3.00	2.00	2.00	3.00



PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013010

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$524,466	\$601,554	\$649,763	\$774,115
MAINTENANCE & OPERATIONS	375,007	282,166	83,610	95,528
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$899,473	\$883,720	\$733,373	\$869,643
FULL TIME POSITIONS	3.90	4.00	5.00	6.00
HOURLY/FTE POSITIONS	0.20	0.50	0.50	0.50

MISSION STATEMENT:

We are committed to helping people build a strong community by guiding and facilitating high quality projects, preserving the environment, and providing for, and maintaining a strong economic and employment base.

PROGRAM ACTIVITIES:

The Community & Economic Development Department (CED) administration assists divisions within the department in accomplishing goals by removing roadblocks, coordinating between divisions and managing resource allocation and other support efforts.

KEY ACHIEVEMENTS FOR 2013-14:

- Completed drafting and released for public review the General Plan, Climate Action Plan, and Program Environmental Impact Report as part of the Envision Carlsbad Phase 2 work program.
- Conducted workshops with the Planning Commission on the Draft General Plan and Climate Action Plan in preparation for the public hearings for plan adoption.
- Presented for City Council adoption the Sign Ordinance Amendment and Accessory Retail Uses in the Planned Industrial Zone Code Amendments.
- Completed over 55 administrative permits requiring approval by the City Planner.
- Issued 1,400 building permits valued at over \$180 million for various types of construction projects.
- Performed final building inspections on over 190 dwelling units, 45 commercial structures and 280 tenant improvements.
- Performed over 19,000 various combination building inspections and maintained a policy of providing inspections by the next working day.
- Completed over 140 reviews and conditioned 85 discretionary projects, including ViaSat, Floral Trade Center Market Place, Roberston Ranch, Daybreak Community Church, Fair Oaks Valley and Valley 17.
- Issued grading permits for 19 major projects, including La Costa Town Square Commercial Center, Legoland Water Park, ViaSat, Pacific Ridge School, Holiday Inn and Staybridge Suites Hotels, Buena Vista 11 Subdivision, Faith Community Church, Ocean Street Residences and Fairfield Inn.
- Completed over 400 individual plancheck cycles comprising over 1,700 plan sheets.
- Coordinated the grand opening of Bio, Tech and Beyond, the life sciences incubator which had approximately 400 attendees.
- Began implementation of the Life in Action talent marketing brand by meeting with company human resources contacts, preparing print material including the talent attraction brochure and launching the city's talent attraction website www.carlsbad-life-in-action.com
- Maintained important programs such as the Business Academy, Innovation in Action peer-to-peer executive events, a broker's forum, Chamber support including monthly articles for the Carlsbad Business Journal, and served on the ED committee of the San Diego Regional EDC.
- Engaged with a business outreach consultant to expand the visibility of Carlsbad companies to national and industry specific media including a life sciences press trip and tour.

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

PAGE TWO
ACCT NO. 0013010

KEY GOALS FOR 2014-15:

- Hold Planning Commission and City Council public hearings for adoption of the updated General Plan, Climate Action Plan and certification of the Program Environmental Impact Report.
- Complete the drafts of the updated Local Coastal Program and Zoning Ordinance.
- Complete the draft of the updated Village Master Plan and Design Manual.
- Implement new permitting system software as part of the ICDS system and provide online permitting for certain permit types.
- Monitor and implement new regional MS4 storm water permit.
- Continue to refine all procedures and systems to increase the efficiency of project approvals.
- Fully implement an effective and technology-driven talent attraction campaign to assist businesses with their talent needs.
- Grow the Carlsbad economic development presence online with a strengthening of economic development-focused social media that drive connections and visitors to the Life in Action website.
- Develop a social media campaign dedicated to economic development efforts, strengthening the online sense of community among Carlsbad businesses and providing updated and on-demand resources for current and prospective business.
- Develop a Building Division Records Management Program to allow digital storage and retrieval of permanent records and to convert over 150,000 pages of stored plans into digital format.

SIGNIFICANT CHANGES:

- Addition of 1.0 full-time Management Analyst funded through the elimination of 1.0 full-time Office Specialist II in the Building Division.

PROGRAM: ECONOMIC DEVELOPMENT
FUND: GENERAL
PROGRAM GROUP: COMMUNITY AND ECONOMIC DEVELOPMENT

ACCT NO. 0013020

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$187,662	\$142,608	\$181,885	\$153,634
MAINTENANCE & OPERATIONS	7,475	68,579	195,103	252,319
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$195,137	\$211,187	\$376,988	\$405,953
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Strengthen the city's strong and diverse economy, support local businesses, attract new businesses in targeted industries, partner with regional economic developers and solidify the city's position as a key employment hub.

PROGRAM ACTIVITIES:

The Economic Development Division administers the city's economic development activities that focuses on the City Council's focus area of creating jobs in the new economy. This focus area is implemented through Economic Development's programs of attracting talent, retaining and expanding businesses, attracting world class educational opportunities and leveraging regional partnerships. Economic Development develops and maintains robust business supporting programs, implements promotional and marketing materials, provides economic and demographic information, and acts as the liaison to the business community.

KEY ACHIEVEMENTS FOR 2013-14:

- Maintained important programs such as the business academy, Innovation in Action peer to peer executive events, a broker's forum, chamber support including monthly articles for the Carlsbad Business Journal, and served on the ED committee of the San Diego Regional EDC.
- Coordinated the grand opening of Bio, Tech and Beyond, the life sciences incubator which had approximately 400 attendees.
- Began implementation of the Life in Action talent marketing brand by meeting with company human resources contacts, preparing print material including the talent attraction brochure and launching the city's talent attraction website www.carlsbad-life-in-action.com.
- Engaged with a business outreach consultant to expand the visibility of Carlsbad companies to national and industry specific media including a life sciences press trip and tour.
- Worked with north county cities to conduct a branding effort to establish a coherent economic development identity to attract companies to North County.
- Conducted business stakeholder meetings/surveys and participated in the 2014 American Council on Education Conference which resulted in over a dozen follow up contacts with higher education institutions.
- Released a Request for Expressions of Interest document related to the higher education initiative.
- Undertook important survey efforts including the farmer's market survey, economic impact of a local higher education institution, and medical devices presence in Carlsbad.
- Attended to more than 75 inquiries and meetings related to business attraction, retention and expansion efforts including 14 prospective businesses and assisting almost 10 businesses through the development review process.
- Maintained effective communication materials for business and citizen awareness including bi-monthly newsletters on economic development in Carlsbad and infographics showing overall economic indicators and industry-specific information on the city's strongest clusters.
- Continued collaboration and regular meetings with the Carlsbad Chamber of Commerce and north county cities and fulfilled over 30 partnering requests from regional economic development stakeholders.
- Engaged a tourism consultant to better identify opportunities for growth in Carlsbad's tourism industry.

KEY GOALS FOR 2014-15:

- Fully implement an effective and technology-driven talent attraction campaign to assist businesses with their talent needs
- Continue strategic recruitment efforts to bring a world-class educational or research institution to Carlsbad.
- Grow the Carlsbad economic development presence online with a strengthening of economic development-focused social media that drive connections and visitors to the Life in Action website
- Further implement recommendations from business outreach consultants including a media trip to the Los Angeles-based national media contacts
- Contribute to the five cities branding campaign including a regional representative at San Diego Regional EDC to focus on North County brand implementation
- Continue to provide excellent data and information to existing Carlsbad businesses and those looking to relocate to Carlsbad through the website, newsletter, flyers, presentations and involvement in local business organizations.
- Continue to help develop and implement an economic development plan for North County that will promote regional prosperity and economic growth.
- Continue to strengthen regional economic development connections by serving on the San Diego Regional EDC's economic development committee and attending industry association events related to Carlsbad's cluster industries.
- Complete the tourism study and work with Visit Carlsbad and the Carlsbad Tourism Business Improvement District (CTBID) to implement recommendations that come out of the strategy

SIGNIFICANT CHANGES:

- None

PROGRAM: LAND DEVELOPMENT ENGINEERING
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013110

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$1,471,760	\$1,204,194	\$1,172,466	\$1,200,749
MAINTENANCE & OPERATIONS	161,000	208,100	269,482	810,705
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,632,760	\$1,412,294	\$1,441,948	\$2,011,454
FULL TIME POSITIONS	12.00	12.00	9.00	9.00
HOURLY/FTE POSITIONS	0.50	0.50	0.50	0.50

MISSION STATEMENT:

To serve Carlsbad residents, business owners and developers by encouraging robust and creative engineering solutions on development projects.

PROGRAM ACTIVITIES:

Discretionary Review of Development Projects

- Provide technical support in a timely and efficient manner. Assist applicants and their engineers in complying with the city's engineering standards and subdivision ordinance, state stormwater ordinances and Map Act requirements, and good engineering practices.

Planchecking of Development Projects

- Provide plancheck services for grading plans, improvement plans, final maps, parcel maps, easements and other construction drawings. Check for consistency with engineering standards. Coordinate with other departments and divisions to provide comprehensive multi-disciplinary review.

Manage Development Projects

- Manage the various engineering-related aspects to projects as construction drawings are developed. Review conditions of approval; prepare securities, improvement agreements, deeds, hold harmless and other agreements. During construction, serve as a resource to the project inspector. Coordinate post-construction project closeout.

Customer Service/Public Information

- Provide the highest level of customer service at the Development Services counter when providing engineering information, conducting plancheck of building plans for engineering issues, preparing development fee estimates, and processing administrative permits.

Maintain City Engineering Standards

- Practice continuous incremental improvement of standards and procedures, always looking for ways to identify additional efficiencies in procedures. Draft code changes to reflect revised procedures or to clarify existing best practices. Monitor changes in state laws pertaining to development and implement these changes in city standards.

KEY ACHIEVEMENTS FOR 2013-2014:

- Completed over 140 reviews and conditioned 85 discretionary projects, including ViaSat, Floral Trade Center Market Place, Robertson Ranch, Daybreak Community Church, Fair Oaks Valley and Valley 17.
- Processed approximately 1,000 engineering related permit applications.
- Completed over 400 individual plancheck cycles comprising over 1,700 plan sheets.
- Issued grading permits for 19 major projects, including La Costa Town Square Commercial Center, LEGOLAND Water Park, ViaSat, Pacific Ridge School, Holiday Inn and Staybridge Suites Hotels, Buena Vista 11 Subdivision, Faith Community Church, Ocean Street Residences and Fairfield Inn.
- Tracked changes to storm water regulations:
 - Contributed to the Co-Permittee Land Development Workgroup.
 - Revised and updated storm water standards in accordance with the new order as they become effective.
 - Ongoing in-house training on new regulations for other divisions.
 - Updated single sheet BMP exhibit.
- Implemented Continuous Incremental Improvement initiatives, including:
 - Changes to procedures to allow acceptance and abandonment of water and sewer easement on maps.
 - Implementation of procedures for City Engineer to approve maps.
 - New procedures to allow covenant of easements to be processed on maps.
 - Providing complete processing of FEMA flood related requests for residents.
- Updated Engineering Standards:
 - Scheduled and chaired meetings of the Engineering Standards Coordination Committee.
 - Scheduled and chaired meetings of the Engineering Standards Approval Committee.
 - Assisted Water Operations in updating the water standards.
- Maintained Land Development Engineering portion of the city website:
 - Revised and uploaded engineering forms.
 - Updated revisions to engineering standards online.
 - Reviewed Site Improve reports for broken links, etc.
- Exceeded customer service goals for turnaround time and number of reviews.

KEY GOALS FOR 2014-2015:

- Continue to ensure that all development projects are consistent with City of Carlsbad Engineering Standards.
- Continue to refine all procedures and systems to increase the efficiency of project approvals.
- Monitor and implement new regional MS4 storm water permit.
- Implement a self-service customer area.
- Implement new permitting system software as part of the ICDS system and provide online permitting for certain permit types.

SIGNIFICANT CHANGES:

- None

PROGRAM: LAND USE PLANNING & PLANNING COMMISSION
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013210/0013220

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$2,331,562	\$2,398,507	\$2,447,864	\$2,552,886
MAINTENANCE & OPERATIONS	536,988	667,096	395,290	459,157
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,868,550	\$3,065,603	\$2,843,154	\$3,012,043
FULL TIME POSITIONS	21.50	21.00	21.00	21.00
HOURLY/FTE POSITIONS	0.80	0.00	0.00	0.00

MISSION STATEMENT:

To help guide the planned physical development of the city in a manner that enhances the quality of life for its citizens.

PROGRAM ACTIVITIES:

Review of Development Projects

- Provide technical support to the Planning Commission and City Council in a timely and efficient manner and ensure consistency of all development proposals with the city's general plan, zoning, subdivision, Local Coastal Program, and environmental ordinances. Update development standards as needed. Ensure the efficient processing for city Capital Improvement Program (CIP) projects, including environmental clearance.

Preparation of Special Studies and Policy Review

- Prepare special studies relating to land use as directed by the City Council. Provide advice to the City Council and Planning Commission regarding policy matters related to planning and development in the city. Represent the city in regional planning matters at SANDAG and advise the City Council representative to the SANDAG board and committees.

Implementation of General Plan and Growth Management Plan

- Ensure that all new planning programs and development projects are consistent with the goals, policies and objectives of the General Plan, as well as the performance standards of the Growth Management Plan. Update the General Plan as needed to comply with state requirements and to address local issues.

Customer Service/Public Information

- Provide the highest level of customer service at the Development Services Counter when providing planning and zoning information, reviewing building permits, and processing administrative permits.

KEY ACHIEVEMENTS FOR 2013-2014:

- Completed drafting and released for public review the General Plan, Climate Action Plan, and Program Environmental Impact Report.
- Reviewed the land use designations on all parcels in the city and determined what amendments are necessary to achieve consistency between the General Plan, Local Coastal Plan, and zoning. Prepared and sent notices to all effected property owners and responded to questions regarding the proposed mapping amendments.
- Conducted workshops with the Planning Commission on the Draft General Plan and Climate Action Plan in preparation for the public hearings for plan adoption.
- Selected a consulting firm to assist with an update of the Village Master Plan and Design Manual.
- Worked with the California Coastal Commission on the Local Coastal Program Amendment for the Land Use Decision Making Process Zone Code Amendment.
- Assisted the staff of the California Coastal Commission in the review of a series of Local Coastal Program Amendments required to implement Housing Element Programs.

KEY ACHIEVEMENTS FOR 2013-2014 (CONTINUED):

- Processed a Master Plan Amendment and new Master Vesting Master Tentative Tract Map with related development permits for the West Village of the Robertson Ranch.
- Held City Council public hearings on the Westfield Carlsbad project culminating in the certification of a Final Environmental Impact Report and adoption of a Specific Plan and Site Development Plan.
- Presented for City Council adoption the Sign Ordinance Amendment and Accessory Retail Uses in the Planned Industrial Zone Code Amendments. The related Local Coastal Program Amendment for both ordinances has been submitted to the California Coastal Commission.
- Reviewed the I-5 North Coast Corridor Public Works Plan and Local Coastal Program Amendment and provided comments to Caltrans and the California Coastal Commission.
- Processed permits for city capital projects (park, sewer, water, drainage, and road projects).
- Completed the Customer Satisfaction Survey and received an overall satisfaction rating of 96 percent.
- Continued to work with the Agricultural Conversion Mitigation Committee and grant recipients.
- Completed entitlements for the following projects: Alps Innovation Staybridge Suites and Holiday Inn, Bluewater restaurant and microbrewery, Hoehn Buick Cadillac, Faith Community Church Rancho Carrillo, The Woman's Club of Carlsbad, Alternative Design Streets, Pacific Ridge School Expansion, Desalination Project Changes, Carlsbad Floral Trade Center, ViaSat Expansion, Car Country Initiatives 2 & 4, Dwelling Definitions Zone Code Amendment, and numerous other projects.
- Prepared an ordinance for adoption by the City Council to prohibit Mini-Satellite Wagering.
- Completed over 55 administrative permits requiring approval by the City Planner.
- Continued to work with numerous parties on revitalization efforts in the Village Area and processed permits for administrative and discretionary review.
- Drafted amendments to numerous ordinances and plans to implement City Council direction for the Carlsbad Energy Center Project.
- Assisted in determining the needed entitlements, identification of project issues and development of a project schedule for the city owned Lot 9 parcel adjacent to the Crossings Golf Course.

KEY GOALS FOR 2014-2015:

Top Quality Services

- Hold Planning Commission and City Council public hearings for adoption of the updated General Plan, Climate Action Plan and certification of the Program EIR.
- Complete the draft of the updated Local Coastal Program.
- Complete the draft of the updated Zoning Ordinance.
- Complete the draft of the updated Village Master Plan and Design Manual.
- Continue to revise procedures and policies to ensure the efficient processing of all projects.
- Provide strategic advice regarding land use and long-term planning in the city.
- Process all private development permits in a timely manner and ensure a high level of project quality.
- Work with Coastal Commission staff on the Local Coastal Program amendment required to implement Proposition D.
- Process planning area entitlements for the West Village of Robertson Ranch.
- Process required environmental documents and entitlements for the second phase improvements of Westfield Carlsbad.
- Process planning area entitlements for the Quarry Creek Master Plan.
- Work with the California Coastal Commission to obtain approval of Local Coastal Program Amendments for the Sign Ordinance Amendment and Accessory Retail Uses in the Planned Industrial Zone Code Amendments.
- Continue to participate on the project team for the Carlsbad Coastal Corridor Project.
- Process project entitlements for hotel and timeshare units proposed on Lot 9 adjacent to the Crossings Golf Course.
- Assist in the planning and approval process for the Chestnut Avenue Railroad Crossing and the NCTD/SANDAG Railroad Double-tracking.
- Should the Caruso Affiliated/SDG&E Strawberry Fields Project be submitted, process all required environmental studies and review the project for conformance with all policies and regulations.
- Provide support for code revisions related to vacation rentals.

SIGNIFICANT CHANGES: None

PROGRAM: BUILDING
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013610

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$964,631	\$887,372	\$901,229	\$927,081
MAINTENANCE & OPERATIONS	474,552	501,745	546,036	933,557
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,439,183	\$1,389,117	\$1,447,265	\$1,860,638
FULL TIME POSITIONS	11.00	9.00	8.00	7.00
HOURLY/FTE POSITIONS	1.50	1.00	1.00	2.00

WORK PROGRAM:

The Building Division reviews applications for building permits, routes applications to applicable departments, issues permits, and inspects structures under construction for compliance with California Building Code Regulations.

PROGRAM ACTIVITIES:

- Receive and process building permit applications; coordination of other city departments for building permit approval and issuance. Field inspection of construction for all new and remodeled structures.

KEY ACHIEVEMENTS FOR 2013-14:

- Issued 1,400 permits valued at over \$180 million for various types of construction projects.
- Performed over 19,000 various combination building inspections and maintained a policy of providing inspections by the next working day.
- Performed final building inspections on 190 dwelling units, 45 commercial structures and 280 tenant improvements.
- Performed over 700 photo voltaic co-generation inspections.
- Performed over 1,700 NPDES (Storm Water) inspections.
- Adopted California Fire and Building Codes and associated regulations.
- Developed special projects design-build approval and inspection process for Alga Norte Community Park, Westfield Carlsbad and Carlsbad Desalination Plant.
- Continue to fully implement the Inspector Efficiency Program with GIS based daily inspection mapping to track and improve daily routing efficiency. Improved data entry process for inspection results and actions.

KEY GOALS FOR 2014-15:

Top Quality Services

- Respond to 98 percent of requests for field inspections the next working day by using a priority based system for inspection requests based on geographic routing, proactive inspection scheduling and effective project management. Develop intern inspector program in cooperation with local college construction technology programs.
- Improve the functionality of Building Division webpage; provide fillable forms for fee estimates and provide current information bulletins. Integrate web page with automated permitting system.
- Monitor Building Permit Plan Check Reviews to achieve excellent turnaround times for business and residential applicants.
- Develop Building Division Records Management Program to allow digital storage and retrieval of permanent records. Convert over 150,000 pages of stored plans into a digital format.
- Upgrade and automate Permitting System software to provide greater public access to permitting process.
- Provide staff development training for each employee on the California Building Codes and Storm Water regulations and Accessibility regulations.

PROGRAM: BUILDING
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

PAGE TWO

ACCT NO. 0013610

- Continue to collaborate with Construction Management Inspection and Building Inspection staff for Storm Water compliance to ensure a more efficient use of time and resources. Provide plan review for retaining wall structures shown on grading plans.
- Continue scanning documents into the Document Management System (DMS) for improved access by the public. Implement process to require digital copies of plans, thereby reducing cost and storage space.
- Monitor customer service satisfaction surveys to improve Building Division's effectiveness and performance.

SIGNIFICANT CHANGES:

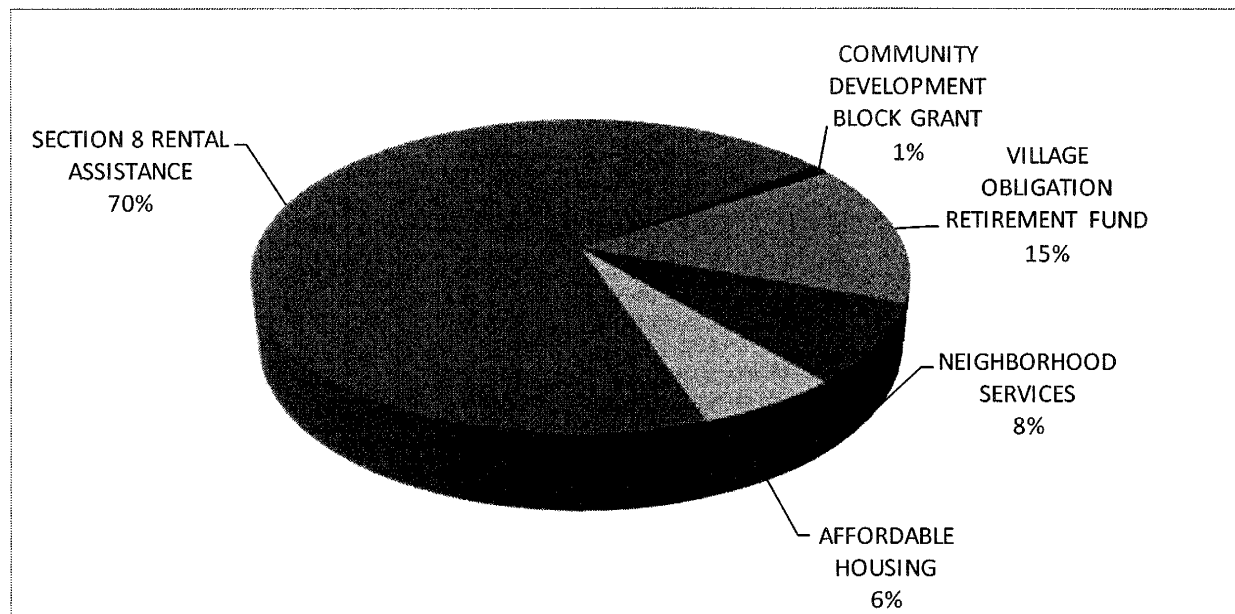
Elimination of 1.0 full-time Office Specialist II to fund a Management Analyst in Community & Economic Development Administration.

Added 1.0 part-time position for building inspector intern program.

PROGRAM: HOUSING & NEIGHBORHOOD SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$1,286,994	\$1,096,688	\$1,125,140	\$1,324,196
MAINTENANCE & OPERATIONS	9,117,044	12,877,505	7,789,502	7,607,474
CAPITAL OUTLAY	145,901	19,555	0	0
GRAND TOTAL	\$10,549,939	\$13,993,748	\$8,914,642	\$8,931,670
FULL TIME POSITIONS	12.95	10.00	10.00	12.00
HOURLY/FTE POSITIONS	0.64	0.64	0.64	0.34



PROGRAM: NEIGHBORHOOD SERVICES
FUND: GENERAL FUND & SPECIAL REVENUE FUND
PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES

ACCT NO. 00125XX/
 0012910/1502810

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$303,843	\$306,831	\$301,409	\$405,870
MAINTENANCE & OPERATIONS	197,067	261,298	307,175	329,447
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$500,910	\$568,129	\$608,584	\$735,317
FULL TIME POSITIONS	5.10	2.63	2.78	3.78
HOURLY/FTE POSITIONS	0.20	0.34	0.34	0.34
GENERAL FUND	\$499,230	\$522,669	\$598,584	\$721,317
SPECIAL REVENUE	1,680	45,460	10,000	14,000
TOTAL FUNDING	\$500,910	\$568,129	\$608,584	\$735,317

MISSION STATEMENT:

Serving to engage and connect the community, its neighborhoods, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

PROGRAM ACTIVITIES:

Code Compliance

- Assist residents and provide expertise regarding zoning, housing, building and miscellaneous Municipal Code inquiries.

Community Funding Program

- Assist community organizations, winning teams and special events that benefit the residents of Carlsbad.

Community Relations Program and Neighborhood Liaisons

- Coordinate programs to meet the needs of our diverse community.
- Provide a central point of contact between residents and city government.
- Coordinate neighborhood service interdepartmental response teams.

Employment Hiring Center

- Administer contract to provide a hiring center that assists day laborers in obtaining employment.

Neighborhood Organization and Engagement Initiative

- Assist residents and business owners to create neighborhood organizations/associations to assist with enhancement and/or problem-solving.
- Engage neighborhood leaders in enhancement efforts.
- Assist residents and business owners to address neighborhood issues and concerns.

Volunteer Program

- Recruit and coordinate volunteer services.
- Match volunteers with appropriate programs and projects to allow for community problem solving and extension of city services.
- Encourage an environment of volunteerism throughout the community.
- Manage Mediation and Nextdoor Programs.
- Manage the CityStuff program.

KEY ACHIEVEMENTS 2013-14

- Implemented GoEnforce, an online case management tool. This system enables the Code Compliance division to become more efficient and streamlined.
- Developed and created the first neighborhoods empowerment conference called Carlsbad- Love It! Nearly 200 residents and community organizations gathered to collaborate on how to improve the quality of life in Carlsbad and strengthen the sense of community.
- Completed launch of the Nextdoor.Com social media effort to strengthen connections between neighbors and neighborhoods, and continued marketing and recruitment efforts.
- In coordination with Junior Achievement, developed and presented a “success skills” program to students at La Costa Canyon High School, which focused on jobs within local government, specifically the City of Carlsbad. This was an effort to encourage the younger generations to bring their talents and skills, energy and creativity to work in the public sector.
- Initiated six neighborhood services projects to facilitate resolution of disputes or impacts on quality of life. The projects include RONPAS and Carlsbad High School, Hanover residents and the new Hilton hotel, Agua Hedionda Lagoon users and neighbors, and La Costa Meadows Elementary School and neighbors.
- Implemented a new community leadership forum as a pilot project at the Citizens Academy. Based on reviews, the program will continue as a part of the Community and Economic Development session.

KEY GOALS 2014-15

- Release the GoEnforce mobile application to the public and associated educational materials.
- Continue to modernize Code Compliance and increase education campaign for programs.
- Establish strong neighborhood connections through various mediums.
- Establish community liaison programs and relationships.
- Continue dissolution actions for the Carlsbad Redevelopment Agency.
- Continue expanding the Leadership Academy Program, for both youth and adults, to encourage greater civic engagement by a more diverse population.

SIGNIFICANT CHANGES:

- To increase efficiencies and consolidate staff processes, the Volunteer budget will fold into Neighborhood Services to allow for fewer organization keys and streamline accounting requirements.
- Addition of 1.0 full-time Code Compliance Specialist.

PROGRAM: AFFORDABLE HOUSING
FUND: HOUSING TRUST FUND
PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 1332621

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$314,490	\$269,951	\$289,717	\$358,942
MAINTENANCE & OPERATIONS	208,425	3,936,151	171,350	178,438
CAPITAL OUTLAY	145,901	5,083	0	0
GRAND TOTAL	\$668,816	\$4,211,185	\$461,067	\$537,380
FULL TIME POSITIONS	2.20	2.62	2.27	3.27
HOURLY/FTE POSITIONS	0.00	0.30	0.30	0.00

MISSION STATEMENT:

Serving to engage and connect the community, its neighborhoods, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

PROGRAM ACTIVITIES:

Affordable Housing Programs

Provide staff support to implement the various affordable housing programs as set forth within the city's housing element including:

- Mortgage Credit Certificate Program (MCC).
- Provide staff support to the Housing Commission.
- Participate in the San Diego Regional Housing Task Force.
- Down Payment and Closing Cost Assistance Program.
- Minor Home Repair Program.
- Develop new opportunities for affordable housing.

Affordable Housing Financial Assistance

- Negotiate and prepare financial assistance and loan documents for construction of single-family and multi-family affordable housing projects.

Inclusionary Housing

- Implement the Inclusionary Housing Ordinance by providing information to developers, the public, and city staff on the requirements of the ordinance.
- Negotiate and prepare affordable housing agreements.
- Monitor the development and operation of affordable housing projects.
- Assist with development of affordable housing projects from concept to construction.

KEY ACHIEVEMENTS 2013-14:

- Collaborated with the Planning Division to complete the Housing Impact Fee Study and obtained a recommendation from the Housing Commission.
- Assisted Meta Housing to fully lease up Tavarua Apartments (50 new senior low income affordable units).
- Through a joint partnership, the city worked with Solutions for Change and Community Housing Works to complete acquisition and develop housing for homeless individuals and families.

KEY GOALS 2014-15:

- Partner with a private developer to complete the purchase of the remaining properties needed for a future large, high density affordable housing project on Carol Street and Harding Street.
- Continue to work with inclusionary housing developers to produce additional homes affordable to low income housings. The goal is to support the start of construction for at least 100 new affordable homes.

SIGNIFICANT CHANGES:

- Reduction in 0.30 hourly and addition of 1.0 full-time Housing Assistant.

PROGRAM: RENTAL ASSISTANCE
FUND: HUD SECTION 8 HOUSING
PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 190XXXX

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$433,887	\$359,041	\$365,530	\$381,815
MAINTENANCE & OPERATIONS	6,186,225	5,996,504	5,624,856	5,867,240
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$6,620,112	\$6,355,545	\$5,990,386	\$6,249,055
FULL TIME POSITIONS	4.25	3.60	3.60	3.60
HOURLY/FTE POSITIONS	0.30	0.00	0.00	0.00

MISSION STATEMENT:

Serving to engage and connect the community, its neighborhoods, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

PROGRAM ACTIVITIES:

Section 8 Tenant-Based Rental Assistance

- Provide federal funding to subsidize rents for extremely low-income and very low-income households.
- Assist low-income households in the community to access rental housing that is decent, safe, and sanitary.
- Ensure program is being administered in compliance with federal regulations, federal guidelines, the Carlsbad Administrative Plan, and the Public Housing Agency (PHA) Plan.
- Achieve and maintain a lease rate that effectively and fully utilizes funding allocation.

Family Self-Sufficiency

- To enable unemployed, under-employed or under-educated low-income families to achieve economic independence from welfare.
- Assist families to identify barriers to becoming self-sufficient.
- Provide guidance to families for establishing a five-year goal and plan.
- Coordinate needed support services and act as an advocate on behalf of the client.

PERFORMANCE/WORKLOAD MEASURES:

- Maintain a Section Eight Management Assessment Program (SEMAP) ranking of at a minimum of "standard performer" or with a goal of "high performer."
- Achieve and maintain a lease rate utilizing 98 percent of allocated funds.
- Update and revise Administrative Plan to adopt changes in federal regulations.
- Expand rental assistance knowledge by conducting community workshops, providing owner and participant educational opportunities, and conducting owner outreach presentations.

KEY ACHIEVEMENTS 2013-14:

- Provided monthly rental assistance to approximately 600 very low and extremely low-income households.
- Received "High Performer" ranking under SEMAP (sixth consecutive year due to outstanding job performance).

KEY GOALS 2014-15

- Continue efforts to improve operational efficiency and reduce the need for paper file storage and increase the ability for electronic file storage.

SIGNIFICANT CHANGES:

- None

PROGRAM: COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)
FUND: CDBG ENTITLEMENT
PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES

ACCT NO. 391XXXX

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$73,822	\$66,419	\$69,117	\$72,476
MAINTENANCE & OPERATIONS	1,213,242	2,014,649	494,073	22,163
CAPITAL OUTLAY	0	14,472	0	0
GRAND TOTAL	\$1,287,064	\$2,095,540	\$563,190	\$94,639
FULL TIME POSITIONS	0.60	0.30	0.50	0.50
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Serving to engage and connect the community, its neighborhoods, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

PROGRAM ACTIVITIES:

Administration of Community Development Block Grant Program (CDBG)

- Provide staff support to the CDBG Funding Advisory Committee and City Council in the selection process to identify activities to be included in the consolidated funding plan for the CDBG Program.
- Prepare a consolidated funding plan for submittal to U.S. Department of Housing and Urban Development (HUD).
- Ensure that documentation is maintained to meet guidelines established by HUD for continued CDBG funding.
- Monitor activities of grant sub-recipients to ensure that HUD and city requirements are met.
- Prepare Annual Performance and Evaluation Report for review and approval by City Council and HUD.

PERFORMANCE MEASURES:

- Hold four public meetings to review and obtain comments on the city's CDBG Program.
- Conduct selection process to identify a minimum of ten local public service agencies that should be assisted with funding through the CDBG Program.
- Monitor grant sub-recipients and maintain documentation necessary to meet federal guidelines.

KEY ACHIEVEMENTS 2013-14:

- Provided funding assistance to 13 nonprofit organizations and assisted over 1,000 Carlsbad residents.
- Met compliance requirements for timely expenditure of funds.
- Construction completed on the new Catholic Charities homeless men's shelter.
- Feasibility study underway for potential pedestrian railway crossing at Chestnut Avenue.
- Provided funds to assist in the acquisition of Vista Terrace Apartments for graduates from the Solutions for Change Academy for homeless families.
- Provided funds to assist with pre-development expenses for North Santa Fe Apartments, which will include housing for at-risk foster care youth who are aging out of the current system.

KEY GOALS 2014-15

- Successful filing of the FY 2013-2014 Consolidated Annual Plan Evaluation Report (CAPER)
- Successful submission of the 5 year Consolidated Plan and Annual CDBG Action Plan.
- Complete action plan for providers of homeless services.
- Project identification and related expenditure plan for CDBG funds for additional affordable home projects.

SIGNIFICANT CHANGES:

- None

PROGRAM: SUCCESSOR AGENCY (REDEVELOPMENT) OPERATIONS
VILLAGE AREA

FUND: REDEVELOPMENT RETIREMENT FUND

PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES

ACCT NO. 8012410,
8022412

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$160,952	\$94,446	\$99,367	\$105,093
MAINTENANCE & OPERATIONS	1,312,085	668,903	1,192,048	1,210,186
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,473,037	\$763,349	\$1,291,415	\$1,315,279
FULL TIME POSITIONS	0.80	0.85	0.85	0.85
HOURLY/FTE POSITIONS	0.14	0.00	0.00	0.00

MISSION STATEMENT:

Serving to engage and connect the community, its neighborhoods, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

PROGRAM ACTIVITIES:

- Complete various activities associated with dissolution of the Redevelopment Agency.
- Complete any projects set forth within the approved Recognized Obligation Payment Schedule (ROPS) and ensure payment of all debt obligations as set forth by the Oversight Board.
- Coordinate the activities of the Oversight Board, and complete assignments of the Oversight Board.
- Transfer ownership of redevelopment agency property to appropriate agency, or sell said property as set forth by the Oversight Board.

KEY ACHIEVEMENTS 2013-14

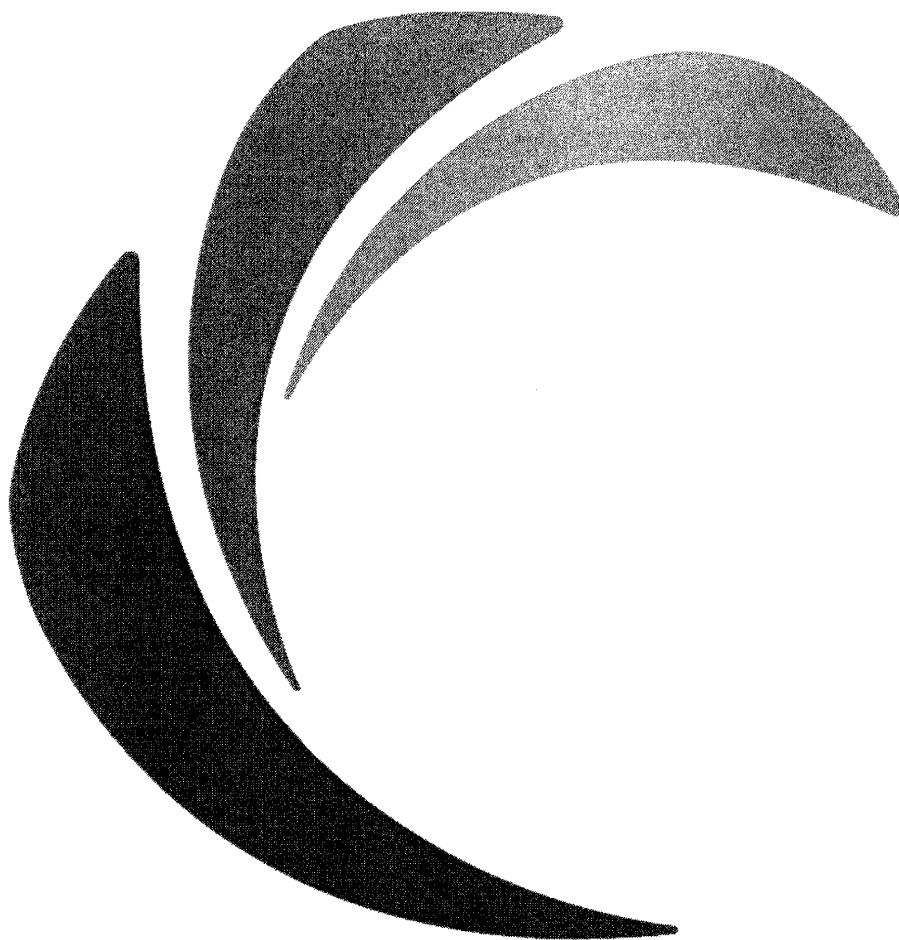
- Completed the required financial audits for the program – housing fund and non-housing fund; paid the surplus funds to County of San Diego for distribution to appropriate taxing agencies.
- Prepared and submitted ROPS 3 and 4 for approval by the State of California's Department of Finance.
- Received the "Finding of Completion" which now allows for the city to be repaid for previous loans to the former Redevelopment Agency.

KEY GOALS 2014-15:

- HNS staff will work in coordination with the City Attorney's Office, Finance Department, the Oversight Board and the State of California and County of San Diego to ensure proper implementation of the Successor Agency and take the appropriate actions to continue to dissolve the former redevelopment agency in a timely manner and ensure repayment of all approved debt obligations.
- Complete approved redevelopment projects as set forth within the certified ROPS and submit all required reports on dissolution activities to the State of California and the County of San Diego.

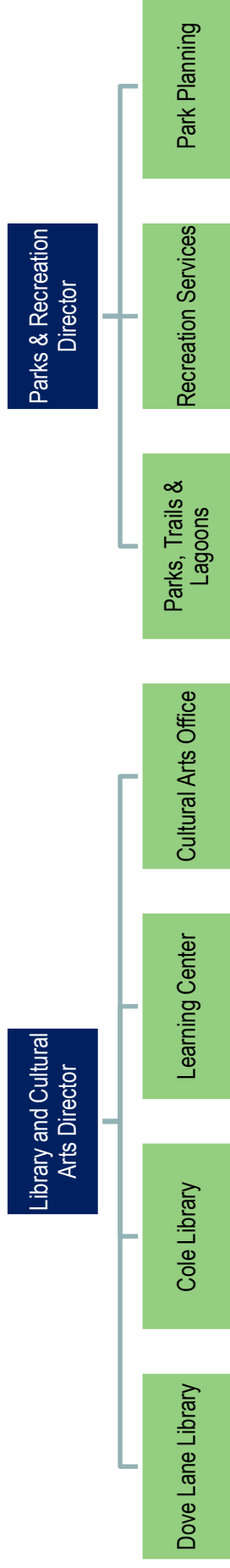
SIGNIFICANT CHANGES:

- None



Community Services

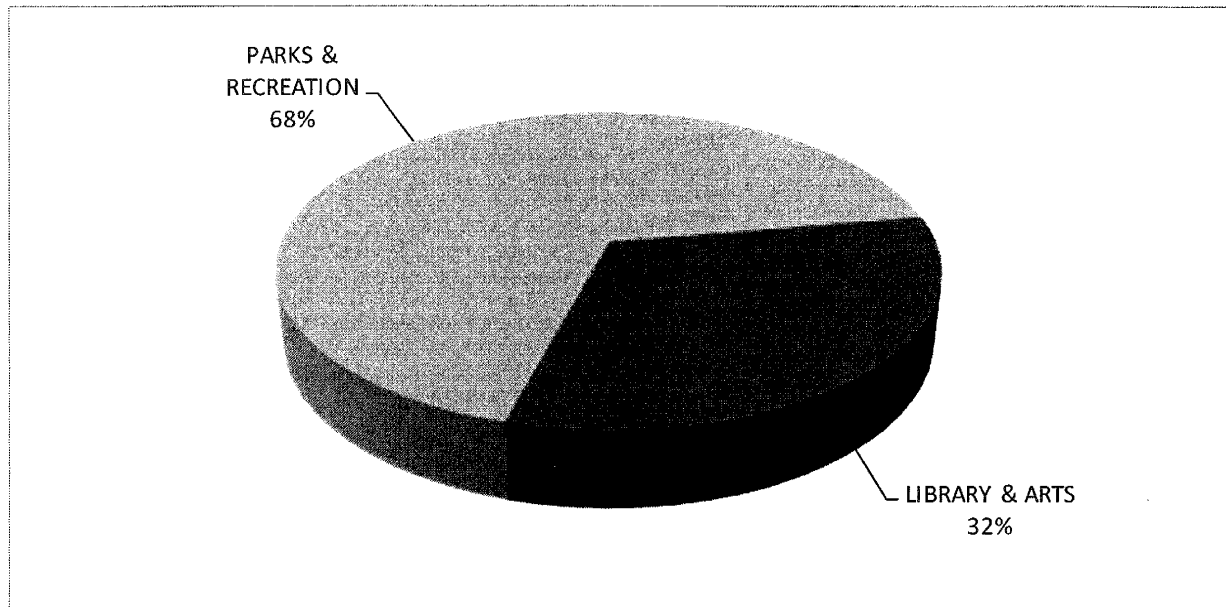
Org Chart by Function



PROGRAM: COMMUNITY SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$14,279,144	\$13,686,932	\$14,834,072	\$15,448,168
MAINTENANCE & OPERATIONS	17,215,930	16,796,486	17,751,514	19,696,075
CAPITAL OUTLAY	274,685	623,540	119,500	0
GRAND TOTAL	\$31,769,759	\$31,106,958	\$32,705,086	\$35,144,243
FULL TIME POSITIONS	122.20	119.65	118.85	111.86
HOURLY/FTE POSITIONS	124.26	118.11	135.10	137.77



PROGRAM: LIBRARY & CULTURAL ARTS
FUND: VARIOUS
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

SUMMARY

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$6,800,507	\$6,669,040	\$6,896,978	\$7,374,868
MAINTENANCE & OPERATIONS	3,796,310	3,738,815	3,622,793	3,982,050
CAPITAL OUTLAY	0	9,907	0	0
GRAND TOTAL	\$10,596,817	\$10,417,762	\$10,519,771	\$11,356,918
FULL TIME POSITIONS	51.25	51.25	51.25	50.25
HOURLY/FTE POSITIONS	62.50	61.50	61.50	60.11

DEPARTMENT DESCRIPTION:

The Library & Cultural Arts Department provides educational, informational, and cultural arts services for all community residents, which contributes to quality of life by supporting lifelong learning, the pursuit of knowledge, and creating community gathering places. The Library & Cultural Arts Department operates three public facilities that include the Carlsbad City Library on Dove Lane, the Georgina Cole Library on Carlsbad Village Drive and the Library Learning Center on Eureka Place, along with supporting public art throughout the community through the Cultural Arts Office. The Carlsbad City Library is also home to the Ruby G. Schulman Auditorium and the Cannon Art Gallery which both offer a variety of visual arts, performing arts, and art education programming and services.

KEY ACHIEVEMENTS FOR 2013-14:

- Completed contract negotiations with selected integrated library information system vendor and implemented system upgrades and staff training.
- Completed artist selection and public artwork design for the Coastal Rail Trail Roundabout.
- Launched redesign and upgrade of library website pages.
- Completed fabrication and installation of public artwork at Alga Norte Community Park in time for park's opening.

KEY GOALS FOR 2014-15:

- Complete final design and construction plans for carpet replacement and interior redesign improvements at the Georgina Cole Library and Carlsbad City Library and prepare for construction in FY 2015-16.
- Initiate a public art master planning process involving the Carlsbad Arts Commission, stakeholders, and community
- Pursue technology solution for staff scheduling to create greater efficiency.

SIGNIFICANT CHANGES:

In FY 2014-15, all communications and graphics services are centralized in the Communications Office. 2.39 full-time positions have been reassigned from Community Relations to the Communications Office.

PROGRAM: LIBRARY & CULTURAL ARTS
 FUND: VARIOUS
 PROGRAM GROUP: LIBRARY & CULTURAL ARTS

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SUMMARY

WORKLOAD STATISTICS:

LIBRARY STATISTICS				
	FY10-11	FY11-12	FY12-13	
System-wide				
Reference questions	304,468	299,464	283,802	
Circulation	1,362,700	1,358,839	1,348,333	
People count	858,788	858,422	821,045	
Computer use	152,587	143,761	138,297	
e/Audio book use	4,376	16,600	25,158	
Total volunteer hours	26,619	25,561	24,586	
Childrens programs/Attendance	1,198/49,000	1,314/50,755	1,201/48,257	
Adult programs/Attendance	484/13,186	475/13,570	501/13,610	
Facility rentals/Attendance	1,251/51,953	954/46,940	886/48,044	
Collections & Technical Services				
Items catalogued and processed	32,275	32,109	31,276	
Items removed from collection	28,367	33,113	28,749	
Literacy Programs				
Literacy learners	141	145	113	
Literacy volunteer tutors	107	114	111	
Literacy volunteer hours donated	13,623	13,430	11,499	

CULTURAL ARTS STATISTICS			
	FY10-11	FY11-12	FY12-13
Events/Attendance	50/75,000	50/80,000	50/80,000
Community Arts Grants/\$\$\$	18/\$25,000	16/\$25,000	18/\$25,000

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014010

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$1,067,647	\$1,327,838	\$1,397,640	\$1,482,379
MAINTENANCE & OPERATIONS	955,344	948,185	825,653	849,265
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,022,991	\$2,276,023	\$2,223,293	\$2,331,644
FULL TIME POSITIONS	10.00	12.00	12.00	12.00
HOURLY/FTE POSITIONS	4.40	5.13	5.13	3.90

WORK PROGRAM:

Library & Cultural Arts Administration provides management and leadership for the delivery of library and cultural arts programs and services; plans for the efficient use of resources and facilities; coordinates relations with local, state and federal government agencies; provide liaison services to Library Board of Trustees, Public Arts Commission, the Friends of the Library, the Carlsbad Library & Arts Foundation, the Friends of the Arts, the Historic Preservation Commission, and the Serra Cooperative Library System.

PROGRAM ACTIVITIES:

- Conduct strategic planning, set programs and services, monitor and respond to industry trends
- Manage all personnel and volunteer recruitment activities; develop and maintain policies and procedures; provide centralized training services for all staffing and volunteer services.
- Develop and monitor budgets; contract and grant administration; purchasing and accounting processes
- Develop and plan technology solutions to effectively deliver library and cultural arts services
- Participate in and promote public education pertaining to the general history of Carlsbad, historic areas and sites

KEY ACHIEVEMENTS FOR 2013-14:

- Completed contract negotiations with selected integrated library information system vendor and implemented system upgrades and staff training
- Completed feasibility study and recommended revisions to scope of work for Library capital improvement projects
- Determined the future of online public access catalog services, Internet computers and tablets and related applications

KEY GOALS FOR 2014-15:

- Complete final design and construction plans for recarpeting and interior redesign improvements at the Georgina Cole Library and Carlsbad City Library and prepare for construction in FY15-16
- Complete procurement process for upgrading Radio Frequency Identification system
- Complete review and reorganization of hard copy and electronic filing systems and update records retention schedule
- Pursue technology solution for staff scheduling to create greater efficiency

SIGNIFICANT CHANGES:

- None

PROGRAM: CIRCULATION SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014015

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 BUDGET	2014-15 BUDGET
PERSONNEL	\$944,430	\$916,248	\$949,046	\$1,088,180
MAINTENANCE & OPERATIONS	140,680	140,433	142,384	156,880
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,085,110	\$1,056,681	\$1,091,430	\$1,245,060
FULL TIME POSITIONS	4.50	4.50	4.50	4.50
HOURLY/FTE POSITIONS	21.40	21.40	21.40	21.40

WORK PROGRAM:

Circulation Services maintains library patrons' accounts and manages the shelving and circulation of all library print and audio/visual materials.

PROGRAM ACTIVITIES:

- Issue new and replacement library cards to borrowers and Internet users.
- Circulate print, audio/visual materials and equipment.
- Track reserved and overdue items; sort, organize and shelve all library materials.
- Collect fines and fees; reconcile daily money transactions, and oversee collection agency accounts.
- Coordinate Carlsbad's participation in county-wide delivery and return of Serra Cooperative member library materials.
- Serve as a first point of inquiry and direction for patrons entering the library.
- Handle phone calls and renewal message lines; manage patron notification.
- Schedule and coordinate library couriers for deliveries and donation pickup.
- Coordinate library vehicles' maintenance and schedules.
- Collect retired flags from deposit boxes; bundle and deliver to Fire Dept. for proper disposal.

KEY ACHIEVEMENTS FOR 2013-14:

- Trained Circulation Services staff in use of upgraded integrated library system.
- Completed contract requests with selected integrated library information system vendor and developed plans and schedule for implementation of upgrades and staff training.

KEY GOALS FOR 2014-15:

- Revise Circulation Services work flow due to the remodel of the libraries.
- Upgrade Circulation Services manuals and procedures.

SIGNIFICANT CHANGES:

- None